

# Factors that Determine Workplace Flexibility at Government Offices in Henan, China

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## Abstract

*Some organisations in China are beginning to provide more flexible working arrangements to white collar employees as a result of growing office rent costs, deteriorating traffic conditions, and increased air pollution. The concept of workplace flexibility is a central issue in contemporary organisational life. This research highlights the factors determining workplace flexibility. With the support of flexible working theory, this research is properly presented to prove its relevance. The study discusses the implication of the four attributes on workplace flexibility namely organizational culture, management and employee's relationship, organization structure, and management decision in government offices situated in Henan, China, and furnishes a set of recommendations that can be addressed by the future researchers working on workplace flexibility. A conceptual framework has been developed in the research additionally to show the primary keywords of the study. A survey is done based on a questionnaire that covers demographics and workplace flexibility related inquiry. Research data gained from the survey was collected from 120 participants who worked as administrative officers. All the variables covered in the research are demonstrated to significantly impact the workplace flexibility.*

**Keywords:** Workplace flexibility, Organisational Culture, Organization Structure

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## 1.0. INTRODUCTION

The population of China is quickly ageing, and the proportion of young and middle-aged people is gradually decreasing, which lowers the work force. At a time when the country is adjusting its industrial structure and companies are upgrading their products and services, the demand for knowledgeable and skilled workers is increasing, making qualified labour scarcer (Han Jian, 2020). Epidemic prevention and control measures have restricted the influx of people and further strained the balance between supply and demand for labour. In response, many companies have created various incentives to attract workers, up to and including chartering buses or planes to pick up workers so they can return to work (Han Jian, 2020).

By the 2000s, "flexible employment" was being promoted in China, and more people choose to work as self-employed or for private companies rather than in the public sector. As a result, between 1992 and 2008, the number of urban employed by government-owned companies decreased by nearly 41%, whilst the number

of urban employees employed by the private sector increased more than nine-fold (China Global Television Network, 2021).

After the pandemic era, though many organizations have been seen to provide workplace flexibility in their organisations including in food delivery services (Sun et al., 2023), telecommunication, IT (Zhang, 2023), this study has found that very little research has been conducted on workplace flexibility in the government sector in China. Therefore, this research hopes to fill this gap with the results of this study.

As organisations develop policies to address global expansion and work-life balance, flexibility has emerged as an essential concept. A flexible work environment of an organization has been seen to provide many benefits to the organization. The first benefit is that workplace flexibility can provide a better work-life balance (Sanchez-Hernandez et. al., 2019). Having a better work-life balance can be helpful to organizations in increasing overall morale and satisfaction of their employees. It can also help increase productivity of respective organizations

due to an increase in engagement of employees and employee loyalty (Kumar and Chakraborty, 2013). A better work-life balanced environment for an organization can also help the respective organization in retaining its employees. Flexibility accorded to employees have been seen them to be able to do anything to complete a task within time. These employees thus are valuable to organizations as they have been seen to offer comparatively more than other employees. Workplace flexibility has been seen to be implemented in different aspects of an organization (Kumar and Chakraborty, 2013).

In addition to employee and employer flexibility in the workplace, various organisations have been observed to incorporate flexibility into their practises. Various organisations have been observed implementing flexibility to regulate various task arrangements, which has proven beneficial in promoting work-life balance. This scheduling flexibility has been observed to provide flexitime and telecommuting for their employees. Simply put, workplace flexibility can help both employers and employees meet their requirements, thereby contributing to a healthier work-life balance.

## 2.0. PROBLEM STATEMENT

Jeffrey et al. (2008) define workplace flexibility as the ability to modify the where, when, and manner of work (Breaugh and Frye, 2008; Cowan and Hoffman, 2007; Hill et al., 2008; Lia et al., 2009). In other words, it incorporates the extent to which time, location, and task characteristics of work can be modified to accommodate life, family, and personal obligations (Hall and Richter, 1988; Kirchmeyer, 1995). In particular, it focuses on the opportunities to change the temporal characteristics of work, such as schedule and work hours, place, which includes home/work boundaries, physical location or space, and task contingencies (e.g., peaks and demands, part-time and full-time work, and job sharing or rotation) to meet both organizational and personal circumstances (Hill et al., 2008).

Flexibility in the workplace can lead to fewer physical interactions, diminishing employees' ability to assist others. This is significant because providing assistance to colleagues increases employee engagement (Ter Hoeven and Van Zoonen, 2023). The flexibility of a company's workplace is contingent on its organisational

culture (Hashem-Petroodi, 2020). An organization's organisational culture defines its values, strategies, actions, and norms, which can be observed in all personnel of that organisation. According to Munteanu et al. (2010), employee and employer attitudes have been the primary determinants of workplace flexibility. Consequently, it is also possible to say that workplace flexibility can be contingent on employee-employer relationships. Creating and sustaining a flexible workplace can be challenging. Depending on an organization's various duties, the structure of workplace flexibility can vary (Farmer, 2020). Thus, it is also possible to state that workplace flexibility has been somewhat dependent on an organization's organisational structure. Different organisations have been observed carrying out decisions made by their respective management. Some organisations have a reputation for being receptive to diverse personnel opinions, which has helped strengthen their respective employee-employer relationships.

A lack of communication between employees has been identified as a risk factor for a variety of modern organisations, resulting in decreased quality and productivity. This communication gap regarding various aspects has also been observed in certain organisations, which has been observed to impede the relationship between employee and employer. Moreover, it has been observed that data pertaining to the workplaces of various organisations lack relevant information, indicating that the organizational structure and culture of these organisations have not been taken into account. In this pandemic era, many organizations have been observed to provide flexibility in terms of telecommuting, but some organisations have been observed not to provide this flexibility to their employees (Martins, 2020). It has been observed that these issues wreak havoc on an organization's internal stability; as a result, it seems impossible to enact a proper workplace stability.

Organizational culture is one characteristic that has influenced the consistency of an organization and involves setting business goals that provide a competitive advantage to the company in the business world. Each organization in China has adopted unique strategies to run the organization efficiently by focusing on their reaction to the employees and the working environment. Building a good communication network with the employees and increasing their productivity directly benefited the development of the organization. (Standing and Lamari,

2023). Motivating the employees for constant good performance and providing incentive packages have impacted on their fruitfulness and the overall growth of the organization (Palupi and Cahjono, 2023). Managers seem to be overly friendly with the employees have seen to negatively influence the work ethics and culture of the firm.

To meet current workers' preferences for flexibility, morale, and compensation, public sector employers must abandon the current operating model of long-service incentives, which provides higher compensation for time served and accrual of benefits over time, rather than compensation adjustments and benefits based on performance or relevant professional and educational experience. This model is outdated because it is based on a mid-20th century economy in which members of the baby boomer and silent generations valued job stability and longer tenure.

Flexibility in when, how, and where work gets done is critical if public sector employers want to attract and retain high-performing workers at the local level. This means allowing workers to determine for themselves, within a framework of core work hours and required workdays, what work schedules work best for them. This also includes a certain degree of flexibility in the choice of work location (Runyon, 2022).

Thus, a necessary discipline and understanding relationship with the employees significantly contributes to the efficiency of the firm. The roles and responsibilities adopted by the management to form the structure of an organization irrespective of the size, enable the company to establish a place in the constantly changing business world. With the use of effective decision-making abilities to address an issue, a company is noted to satisfy the interests of each employee to reduce conflict and affect their efficiency rate. The research study establishes a framework between the "flexible working theory" and its importance to provide flexible working hours and performance appreciation to the employees. The framework is seen to satisfy the employee needs for better performance and dedication that favours the organization. The research method is based on primary quantitative methods and the results obtained are analyzed to support the hypothesis provided in this research paper. The questions asked are related to the variables of the research which further helps the researchers to critically analyze the response.

### 3.0. LITERATURE REVIEW

#### 3.1. Workplace Flexibility

Different organizations have been seen implementing different strategies and actions in order to implement flexibility in their respective workplaces. These strategies and actions combined create a structure of their respective workplace flexibility. However, there have been 10 strategies and actions which have been seen to be commonly used by different organizations in implementing workforce flexibility (Begall and Van, 2020). These actions which create a structure of workplace flexibility are namely (1) mutual respect among all personnel, (2) rigidity towards goals, (3) prioritizing communication (4) equal treatment to all employees, (5) different talent programs, (6) manager empowerment, (7) focusing on results, (8) work modes, (9) central connection system, and (10) beliefs. Managers of organizations need to cultivate trust and respect within all personnel of an organization. This can result in having mutual respect among these personnel. Having mutual trust and respect can help professional relationships to be stronger within all personnel of an organization. Implementing flexibility in the workplace needs a set of goals and setting rigid goals can help organizations to provide more flexibility to their employees regarding their work. This can help build up enthusiasm among employees for their work. Communication between all personnel should be available online as having an online communication path can help managers in promoting collaboration between employees. In this pandemic era, where employees are working from both offices and their homes, having a collaboration can greatly help in increasing productivity. Employees should always be treated as equals while recognizing talented individuals. Equal treatment to all employees can help implement workplace flexibility as it creates equal experiences for all employees and removes chances of conflicts between them (Smith, Gilmer & Stockdale, 2019). Organizing different talent programs to promote collaboration between different individuals. Different talent management programs have been seen to be helpful to provide talent acquisition and human resource teams with raw data which helps them to hire proper talented individuals to help organizational needs. Managers of an organization need to be empowered as the implementation of workplace flexibility is a hard process and managers have been seen to be responsible for it all. Organizations implementing workplace flexibility need to be focused on

results besides providing maximum flexibility. Organizations must also include a central system of communication that can help them in connecting every personnel of their respective organizations. Managers also needed to put more faith in employees irrespective of where they are working from. This can help managers to have a good relationship with employees thus managing workplace flexibility can be easier. Work modes depending on tasks need to be defined properly to increase productivity and efficiency of an organization. Having proper work modes can help managers in providing proper guidance to employees. This has been seen to be useful to employees in feeling more comfortable in accomplishing their respective allocated tasks. Work modes have been seen to help provide a clear understanding of working norms of different organizations to their respective employees depending on allocated tasks.

Research conducted by recruitment platform Zhaopin and Peking University's National School of Development stated that, nearly 66% of young people surveyed who were born after the year 2000 prefer to work from home. This figure is much higher than among respondents born after 1970, 54.4% of whom prefer this new form of work. According to the report, around 54% of the workers surveyed hold a part-time job, meaning they use their professional skills to earn money alongside their main job. The report shows that 76.4% of young workers surveyed who were born after the year 2000 have an interest in working as "digital workers". This willingness is also stronger than the average survey result of about 73%. To meet the work preferences of these young people, more companies have begun to specify "flexible work arrangements" in their job postings. Zhaopin cited data showing that open positions with flexible work schedules on his platform account for 15% to 20% of all job openings, especially in industries with growing gig economies such as transportation and logistics. The share of flexible jobs offered by companies in these industries has risen to 25% this year, up from 10% in 2018 (Charles, 2022). In the case of the government sector, work-life balance, morale, and fair compensation are the main reasons why people are quitting from local government. Government offices should consider offering innovative benefits such as flexible work and job sharing to attract and retain a new generation of workers or high-performing talent (Runyon, 2022).

Job sharing also can be an attractive flexible way of working for experienced people who want to downshift their careers and work schedules, for working parents who want to pursue part-time employment while spending time in the early years of their child's life, or for those who want to pursue side interests and have the benefit of a steady source of income to cover major expenses (Runyon, 2022).

### 3.2. Organizational Culture

Organizational culture can be defined as a set of values, practices, and expectations in a workplace. A great organizational culture embodies positive characteristics among all the employees working in the specific organization (Ahmady, Mehrpour and Nikooravesh, 2016). Whereas a dysfunctional organizational culture brings qualities that hinder the success of that organization. Organizational culture comes up with two factors which are organizational goals and mission statement of the organization. Organizational culture influences every point of organizational development. When workplace culture aligns with employees' behaviour, they start to feel more comfortable, valued and supported. Organizations that prioritize organizational culture in their work become more likely that they can beat tough times and bring positive changes in the business environment. These factors make an organization stronger (Brhane and Zewdie, 2018).

By facilitating work-life balance, organisational cultures that support flexible working and other work-life balance strategies could reduce employee tension and improve well-being (Abonyo, 2023; Blair, 1998). In addition, organisational culture could increase employee engagement by creating a discourse on so-called win-win solutions (to work-life balance) that are individualised to meet both work- and family-related requirements (Abonyo, 2023; Brannen, 2005). Numerous forward-thinking employers are currently enjoying the benefits of work-life balance. There is a need for a greater number of employers to implement practises that will benefit both their business and their employees.

### 3.3. Management and Employee's Relations

Among the things that differentiate employees and managers in an organization is their roles and responsibilities. One can think that friendly relationships are welcome in an organization, but this sometimes backfires and appears as a threat. Maintaining a healthy

relationship with the employees in an organization is essential for driving success in the organization and for employees to effectively communicate their needs to them. On the contrast, being over-friendly with employees in an organization may become a bad choice and put the organization at risk (Rahmadani and Hanum, 2019). A positive relationship among managers and employees brings positivity and partnership among other teams also. When mutual respect develops among managers and employees, it supports both parties equally. Employee relations are related to the interpersonal relationship concept which was discovered by western scholars in the 20th century (Larasati and Martono, 2020). This was developed for replacing industrial relations. The urge to manage the relationships among managers and employees began right after the industrial revolution. Managing employee relations in an organization not only helps in removing toxicity from the organization but also values employees' perspectives (Ojha, 2020). All the employees working for an organization need to understand that work performance is not only related to competition but is also concerned with serving a purpose, for example satisfying clients or customers. Good communication is important for managing relationships among employees and managers (Tan, Tučková and Phu, 2019). A manager can establish a healthy relationship with their employees in all possible ways.

Flexibility in the workplace may influence the extent to which employees are able to provide assistance to others, such as through helping behaviour (Ter Hoeven and Van Zoonem, 2023; Halbesleben and Wheeler, 2015; Van Dyke and LePine, 1998). In particular, helping behavior, such as, the willingness to devote time and focus to assisting others with their work—is important to employee well-being (Ter Hoeven and Van Zoonem, 2023; Sonnentag & Grant, 2012). Although helping behaviour can have negative consequences, such as citizenship fatigue (Ter Hoeven and Van Zoonem, 2023; Bolino, Hsiung, Harvey, & LePine, 2015), helping others is more frequently associated with positive effects, such as improving social contracts, receiving gratitude, increasing positive affect, buffering negative tasks and self-evaluations, vitality, and meaningful work (Ter Hoeven and Van Zoonem, 2023; Colbert, Bono, & Purvanova, 2016; Grant).

### 3.4. Organizational Structure

Organisational structure is a system designed by a specific organisation to conduct certain activities that can achieve its goals and objectives. These activities entail "roles, responsibilities, and rules." In each organisation, the flow of information is determined by the organizational structure. In a "centralized structure," for instance, decision-making flows from the top down, whereas in a "decentralized structure," decision-making is distributed across multiple organizational levels. According to Joseph and Gabi (2020), an organization's organizational structure enables it to become more focused and efficient. Today, every organisation, regardless of size or form, utilizes the benefits of organizational structure. Every organisation has a specific organizational structure. When an organisation defines the work of each employee and how it fits into the existing structure, it achieves success. Organisational success can be determined by organizational structure. An organization's organizational structure provides a visual representation of its operations and how it is pursuing its objectives.

According to Naser et al., (2018), organizational structure can be represented as a pyramid, with the most powerful person at the summit and the least powerful person at the bottom. There are two categories of organizational structure: vertical and horizontal. A vertical organizational structure more closely resembles a pyramidal structure. The top position is held by the chief executive officer, the middle by the managers, and the remainder at the bottom has the lowest authority. The horizontal organizational structure, on the other hand, has few management divisions and is also known as a flat organizational structure (Naser et al., 2018).

### 3.5. The System of Management Decision

The decision-making procedure is analytic. By utilizing decision-making, a manager can select the best course of action from a variety of alternatives. A manager's decision-making process in an organisation is routine. Regarding business organisations, decision making is "both a routine and a procedure." Managers' execution of "effective and successful decisions" generates profits for an organisation. As a result of its inability to take the correct course of action, a company that is not successful is unprofitable. In the decision-

making process, managers choose one course of action from a wide variety of alternatives (Skotarenko et al., 2019). To conduct a streamlined decision-making procedure, an organisation utilizes a variety of tools, techniques, and methods.

A manager can make a decision either on their own or by taking everyone's opinions into account. Decision-making is difficult. Most organisations struggle with and are dissatisfied with their decision-making processes. The decision-making process is hierarchical. The decision-making process commences with the identification of the decision's purpose. At the initial stage, the identified issue is thoroughly analyzed. At this point, information gathering has occurred. At the next stage of managerial decision making, a criterion for evaluating options has been established (Petrov et al., 2020). In subsequent stages, managers compile a list of all viable options and evaluate each one. Following this, an evaluation of all potential options is conducted. Last but not least, managers selected the optimal solution, executed the decision, and evaluated the results.

#### 4.0. RESEARCH FRAMEWORK

Based on the above discussion, four research hypotheses have been formed to be tested, namely:

*H1: Organizational culture significantly influences the structure of workplace flexibility.*

*H2: Management and employees' relationship significantly influences the structure of workplace flexibility.*

*H3: Organizational structure significantly influences the structure of workplace flexibility.*

*H4: Management decisions significantly influence the structure of workplace flexibility.*

Based on the arguments of research highlights, this study suggested four independent variables and a dependent variable to identify the determining factors for workplace flexibility. The proposed conceptual framework model is shown in Figure 1.

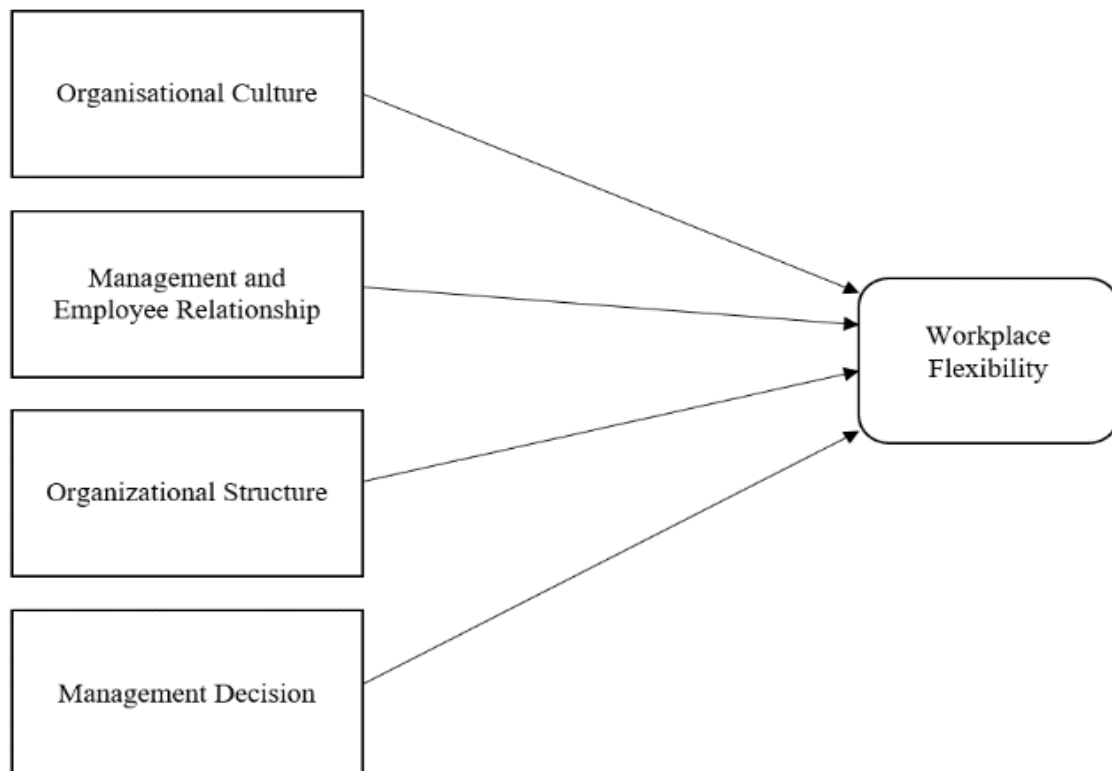


Figure 1: Conceptual Model of the Study

Table 1 Survey Instrument

Construct	Item	Source
Organizational culture	Organizational inner and outer culture can describe a proper way of behaving process towards the employees	Organizational culture (de Lucas Ancilloet al. 2021)
	In the domain of organizational structure process have placed, methods, ethics, and other valuation of that organization	
	A better organizational structural process is needed to be created for providing comfortable workplace circumstances for the employees	
	A better organization structural process is capable of increasing the efficiency level of the employees	
	The organizational related process consists of four major types of it. Those are: adhocracy process, clan cultural process, hierarchy cultural process and the last one is a market cultural process	
Management and Employees Relations	Interconnectivity between management and employees are dependent on the outer behaviour of both the sides	(Jena and Memon, 2018)
	Interconnectivity between management and employees are needed to be positively constructed for healthy workplace circumstances	
	A positive linkage between management and employees is capable of increasing productivity of the organizational work process	
	Their interconnectivity is needed to base on cooperation and helping procedure to each other	
	Employee's interconnectivity is situated associated with organizational efforts in terms of manning a proper balance a positive impact towards organizational staffs	
Organizational Structure	Organizational structure is considered as a method related to the workflow based on that specific organization	(Ditteset al. 2019)
	Organizational structure has implemented permission to work together with related to individual process of task	
	Traditional approach based organizational structure is considered as a best suitable for organizational work process	
	Organizational structure can describe new positions towards the work process of a business organization	
	A suitable organizational structure can provide motivation towards the employees' work willingness	
Management Decision	The decision of the management is also known as "enterprise decision management" that is (EDM)	(O'Connor and Cech, 2018)
	In this decision process of management, there have included designing approaches, building approaches, managing decision-making process and all.	
	In the system of the management decision process, the decision-making aspect of higher authority related to an organization has been considered as the main concern process	
	A Decision-making process has been developed for upgrading organizational activity and its existing process for the betterment of that organizational process	
	In the decision-making aspect, there have been three major identifications of it. Those are: strategic decision-making aspect, tactical decision-making aspect, and operational decision-making aspect	
Workplace Flexibility	A possible structure of workplace flexible process can maintain a healthy interconnectivity employee with higher authority	(Ter Hoeven and Van Zoonem, 2023)
	Flexible workplace process can maintain the interest of the employees towards their work process	
	The flexible structure of the employees regarding workplace circumstances can increase the efficiency of the employees on the aim of providing benefits to that specific organization	
	In the domain of organizational structure, the overall structure of the team is also played a very significant role	

**5.0. RESEARCH METHODOLOGY**

The main approach used in this study is the non-experimental quantitative research design with hypotheses testing in nature. The study population consisted of administrative employees from government departments in Henan, China. The data in this research was collected by using a survey approach. A set of

questionnaires consisting of 25 items to measure the relationship between independent variables and dependent variables were distributed to the selected sample. This study has used systematic random sampling design. Random sampling is the purest form of probability sampling. Each member of the population has an equal chance of being selected. This sampling design has the least bias and offers the most generalizability (Sekaran &

Bougie, 2016). The respondents for this study were selected from the 10 government offices in Henan. The sample selection procedure for this study involved several steps. The sample for this study included 10 government offices was drawn. The decision on the number of offices to participate in this study depended heavily on the company's human resources department. It was difficult to obtain permission from the company to distribute the questionnaire for the study. Systematic sampling is a type of probability sampling method in which the first element of the sample is selected randomly, and subsequent elements are selected at a systematic or fixed interval until the required sample size is achieved (Malhotra, 2010). According to Malhotra (2010), systematic sampling can be used to collect data from respondents even when the list of sampling frames is not available for the target population. As a result, only 10 government agencies agreed to distribute an average of 30 to 50 questionnaires to their employees. However, the agency refused to allow the researcher direct access to the employees. For this reason, the questionnaires were left with the person in charge of the department for distribution to employees.

The data in the study were analysed using the Statistical Package for Social Science Version 23.0 (SPSS) software.

## 6.0. DATA ANALYSIS AND RESULT

All the data acquired from the survey questionnaires were evaluated and processed with significant statistical methods so that a proper understanding among different variables can be acquired. Validity, normality, and reliability were assessed to ensure that the questionnaire instrument could be used.

Table 2 Normality Results

Variable	Kolmogorov-Smirnov	Shapiro-Wilk
Organisational Culture	0.000	0.000
Management and employee's relation	0.000	0.000
Organisational structure	0.000	0.000
management decision	0.000	0.000

In the table labelled Tests of Normality, this research used the Kolmogorov-Smirnov normality test. This assesses the normality of the distribution of scores. A non-significant result (Sig. value of more than .05) indicates normality. In this case, the Sig. value is .000, suggesting violation of the assumption of normality. This is quite

common in larger samples (Pallant, 2020). The obtained result represents the higher level of significance of the obtained value for the overall analysis.

Table 3 Reliability Results

Variable	Cronbach's Alpha	No. of Items
Organisational Culture	0.995	5
Management and employee's relation	0.989	5
Organisational structure	0.996	5
management decision	0.999	5

All the variables used in the present study show a high internal reliability value ranging from 0.989 to 0.999. According to Hair *et. al.*, (2010), the closer the Cronbach's Alpha is to 1, then the higher the reliability of the measure's consistency.

Table 4 Validity test

Variable	KMO	Bartlett's Test	
		Chi-Square	Sig.
Organisational Culture	0.500	456.854	0.000
Management and employee's relation	0.747	641.191	0.000
Organisational structure	0.864	1012.669	0.000
Management decision	0.786	678.433	0.000

The validity of the data was measured based on the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and Bartlett's Test of Sphericity value. The minimum value 0.5 (Kaiser, 1974) for KMO and a significant value ( $p < 0.05$ ) for Bartlett's Test of Sphericity justified that the study's sample size is adequate for the analysis (Hair *et al.* 2010).

### 6.1. Hypothesis Testing

Table 4 below indicates the result of hypotheses testing for all variables in this study.

From the above hypothesis testing, it can indicate that all the hypotheses proposed in the study have shown a significant influence on the structure of workplace flexibility adopted by different organizations in Henan, China.



Table 4 Hypotheses Testing

Hypothesis	Value	Result
Organizational culture significantly influences the structure of workplace flexibility	Beta - (.235) T Value- (4.841) Sig. Value- 0.000	Supported (as the Sig. value is less than 0.05)
Management and employees' relationship significantly influences the structure of workplace flexibility	Beta - (-.495) T Value- (-12.613) Sig. Value- 0.000	Supported (as the Sig. value is more than 0.05)
Organizational structure significantly influences the structure of workplace flexibility	Beta - (.525) T Value- (16.175) Sig. Value- 0.000	Supported (as the Sig. value is more than 0.05)
Management decisions significantly influence the structure of workplace flexibility	Beta - (.731) T Value- (19.977) Sig. Value- 0.000	Supported (as the Sig. value is less than 0.05)

## 7.0 CONCLUSION

The respective study has proven there is a strong positive relationship between organizational culture, management and employee relations, organizational structure, and management decision on the structure of the workplace flexibility.

Communication between the employees helps in the improvement of work quality and improves the performance level of an organisation. During work-from-home, employee engagement and communication suffered. Employees have trouble interacting with higher management; therefore, their concerns go unresolved. Flexibility in the workplace might inhibit professional progress. Flexibility in the workplace includes part-time employment. Part-time employment might generate a gender gap. Part-time job is more common among males than women. Poor employee engagement, low motivation, disrespectful conduct, and growing stress are other problems with flexible workplaces.

## 8.0 RECOMMENDATION

This respective research analyzes the significant impact effectiveness of organizational culture, management and employee relation, organizational structure, and management decision on the structure of workplace flexibility. This research helps the organization to identify the problems and risk factors related to the organizational culture, employee relations, organizational structure, organizational management strategies, and workplace flexibility. Hence, future researchers need to

highlight the effectiveness of those factors on the implementation of flexibility and how it affects the overall growth of an organization.

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