

WORK FLEXIBILITY AND EMPLOYEES' PERFORMANCE IN HOSPITALITY INDUSTRY

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Abstract

The study looks into how work flexibility affects employee performance in selected hotels in Ilorin metropolis. The three selected hotels for the study are; Noktel Hotel and suite, G-Pinnacle hotels, Phoenix hotels, Ilorin. The goals of the study are to analyze the effects of part-time employment on worker output, the relationship between job sharing and employee job happiness, and the impact of part-time employment on employee job satisfaction. The goal of this study links increased flexibility in the work flexibility, the allocation of work hours, and the number of hours performed. This type of arrangement provides employees more discretion over how much work they choose to perform, where and when it gets done. As a result, there are more options for workers to strike the ideal balance between work, job sharing, productivity, and job happiness. This study examines the impact of job sharing and part-time working arrangements on employee satisfaction and productivity at the three selected hotels in Ilorin, Nigeria. The study employed a closed-ended questionnaire to obtain data from 97 respondents and adopted the survey method (48 males and 49 females). Data was analysed using regression analysis through SPSS to test hypothesis. The results showed that effective flexible working arrangement has significant relationship with employees' performance. The finding however shows positive and strong relationship between the variables used to measure the two construct after the postulation of the two hypotheses which invariably declares that flexible working arrangement play significant role on employee performance.

Keywords: Hospitality, Job Satisfaction, Job Sharing, Part-time, Shift Work, Work Flexibility

Introduction

Major changes in the work flexibility and in the dynamic between businesses and employees took place in the 1980s and 1990s. Work flexibility is a manner of working that accommodates an employee's demands, for as allowing them to work from home or during specific hours. Anyone can request flexibility from their employment. Most developed nations have statutory laws that make it simpler for specific employees to adjust their working hours. Laws that permit changing working hours to attend training or hospitality events or to retire gradually are also widespread.

Most nations, including the UK, have regulations that are unique to workers who are caring for their dependent children or adults. This often takes the shape of part-time employment during parental leave in other nations, something UK parents are not permitted to do. Many nations also allow parents to work fewer hours after parental leave. In his 1996 book,

historian Honeycutt outlines a significant historical development that took place in December 1930. The largest cereal producer in the world, the W.K. Kellogg Company, changed the standard of an 8-hour day split into three shifts to four 6-hour shifts in order to provide jobs for laid-off workers during the Great Depression. As employees worked more productively, employee morale grew, leading to more free time, fewer accidents, and a decrease in the cost per unit of production (Dlamini, et al., 2022). According to Natalia (2011), strategic responses to company needs led to the emergence of flexible working in the early 1980s (Herhausen et al., 2020). Regardless of their reasons for wanting a change, all employees have the right to alternative work arrangements in four different countries. With the exception of the Netherlands, these universal rights come in addition to those that provide for parental and professional work flexibility.

The difficulty of job flexibility is rising to the top of many employers' consciousness both within firms and at home. Many businesses now provide flexible work schedules to aid employees in juggling work and family obligations (Glansky, Bond & Sakai 2008). Human resource professionals look for ways to boost their organizations' bottom lines, boost employee happiness, retain employees who have vital company expertise, and keep up with work flexibility changes in today's fast-paced culture. Any work schedule that differs from the typical workweek is referred to as an alternative work schedule (Joseph, 2012).

Part-time, over-time long-term leaves, job sharing, flex time, and shift work are all examples of flexible working (Change and Tilden 2012). Additionally, he said that working time refers to the level of flexibility, gender equity, negotiating structure, and diversity of working time, and that all employees must be present at their places of employment within a certain amount of time. When this approach is used in an organization, employees can choose the best time to check in and out as long as allotted working hours for the day or the week are still met. Previous research demonstrates that employees frequently have conflicts with their co-workers or employers, which has a negative impact on the organization's productivity. In their study, Sparks, Cooper, Fried, and Shiron (1997) give some evidence that people's health and job performance start to deteriorate when they spend too much time at work and too little time with their families.

In other cases, workers who put in long hours every day for a week, a month, or even a year think of themselves as hard workers. Their results diminish as time goes on, their jobs become less interesting, and they grow weary. They will subsequently lose their most beloved job as a result of these, and they will place the blame elsewhere. The goal of this study is to ascertain how work-life balance affects employees' productivity. Lack of work flexibility, intense work pressure, and long work hours may have a negative impact on an employee's contribution and performance at their place of employment because people who find it difficult to manage their personal and professional lives tend to find it difficult to manage tasks at work as well. This leads to poor employee performance.

Literature Review

Work Flexibility

In today's technologically advanced world, professionals and the younger generation have access to a broad array of opportunities in the labor market. To remain competitive, organizations must adapt by introducing modern work styles that offer more than just financial rewards. Flexible working arrangements not only help retain employees but also boost their motivation and productivity, thereby benefiting the organization as a whole (Origo

& Pagani, 2006). Conversely, rigid workplace practices risk losing talent in a dynamic and expanding labor market. Flexibility at work allows young professionals to achieve a balance between their careers and personal lives (Kompa, 2019), fostering greater employee engagement and enhancing overall organizational performance (Govender et al., 2018). The importance of such flexibility became even more evident during the COVID-19 pandemic, as social distancing measures accelerated the adoption of flexible work norms (Davidescu et al., 2020).

Work flexibility is believed to significantly reduce turnover rates and absenteeism, resulting in improved organizational performance and profitability (Asad, 2020). Closely linked to work flexibility, autonomy stands out as a critical factor influencing the quality of work life (Allam & Shaik, 2020). Moreover, work flexibility has become a central focus in human resource management and industrial sociology, emerging as a prominent subject in contemporary research due to its importance in modern work environments (Davidescu et al., 2020). Organizations that adopt work flexibility often implement various models tailored to their specific contexts (Dex&Scheibl, 2001).

Work flexibility refers to employees' ability to determine where, when, and how they manage their tasks (Rastogi et al., 2018). This concept aligns with employee empowerment, which has a substantial impact on organizational performance (Asad et al., 2021). Reilly (2001) identified five types of work flexibility from an employee perspective: temporal, numerical, financial, functional, and local. These categories provide a foundation for exploring work flexibility in research. Additionally, Origo and Pagani (2006) categorized work flexibility into two main types: qualitative flexibility, which focuses on work quality and skill content, and quantitative flexibility, which pertains to working hours and workforce size. Cășuneanu (2013) expanded on this by identifying four forms of work flexibility: contractual, working time, wage, and functional flexibility, all of which are valuable for research purposes. Furthermore, studies by Davidescu et al. (2020) and Roskams& Haynes (2020) utilized workspace flexibility to examine its relationship with job satisfaction, psychological comfort, enthusiasm, and productivity.

Employee Performance

According to Safitri and Lathifah (2019), employee success requires completing specific, well-defined tasks inside the company. These tasks will be evaluated in relation to well crafted goals and objectives. Armstrong (2020) defines employee performance management as an ongoing process that aims to improve performance through the development of employees' knowledge, skills, and abilities; the planning of performance to meet these objectives; the evaluation of progress; and the setting of individual and team goals that are in line with the organization's strategic goals. (Aidan, 2013; Armstrong, 2020) Productivity, efficiency, effectiveness, quality, and profitability are the main performance criteria. Employee performance demonstrated increased productivity through the best use of modern technology, made possible by highly engaged staff (Al-Omari et al., 2020). Managers set high standards for people to evaluate workers' performance in order to develop the company (Buchanan & Badham, 2020).

Performance is a well-established idea in the workplace, particularly in formal settings. Because human resources and people specialists are becoming increasingly concerned about the level of productivity that employees are producing as a result of inadequate compensation, employee performance has become increasingly critical. According to Charles and Anthony (2014), performance cannot be measured or managed if it cannot be defined

(Armstrong and Baron, 1998). This concept emphasises the need for certain criteria or standards to be measured in order to assess an employee's performance level. Performance is a multifaceted idea.

Performance, according to Charles and Anthony (2014), is a process that involves a number or sequence of behaviours aimed at achieving specific preset goals. Performances are the "accomplishment, execution, carrying out and working out of anything ordered or undertaken," according to the Oxford English Dictionary. Performance is defined as "the actions or manner of carrying out an activity, piece of work, etc. the ability of a person to do something well: behaviour" in the latest edition of the Longman's Dictionary of Contemporary English. In addition to referring to results or output (accomplishment), this also says that performance is about both the effort done and the outcome attained.

Irum et al., (2014) note that Yang's (2008) research on individual performance shown that it is impossible to verify an individual's performance. In a similar vein, he claims that if employee success is apparent, the company may utilise direct bonuses and prizes based on individual performance. Yang (2008) and Bishop (1987) looked into employee performance and found that employee productivity discrimination is influenced by the acknowledgement, reward, and acknowledgement of employees' performance.

Job Satisfaction

Farsole, (2023) describes job satisfaction as the emotional orientation employees hold toward their roles in the workplace. It is a critical factor for motivating and encouraging employees to achieve better performance. Over time, job satisfaction has been defined in various ways. Anton (2009) characterize it as a combination of psychological, physiological, and environmental factors that lead employees to perceive themselves as content or happy with their jobs. Moreover, the significance of employees' roles within the organization is highlighted, acknowledging the impact of various factors on their workplace experience.

De Clercq, & Belausteguigoitia, (2020) argues that employees who are dissatisfied with their tasks or workplace conditions—such as unclear rights, unsafe environments, uncooperative colleagues, disrespectful supervisors, or exclusion from decision-making are likely to feel disconnected from the organization. He further emphasizes that in today's competitive landscape, firms cannot afford to retain dissatisfied employees, as their subpar performance may lead to termination and incur additional costs for hiring replacements. To mitigate this, organizations should foster a flexible and inclusive work environment where employees feel valued and part of the team. High employee morale, reflected in improved performance, is essential, as low morale results in reduced efforts to excel.

Theoretical Review

Herzberg Theory

Motivation was interpreted differently by Herzberg et al., (1987). Since it divides the factors of motivation into two categories—the motivator factor (extreme factors) and the hygiene factor (intrinsic factors), their concept is now known as the Herzberg two-factor theory. While the latter, which includes compensation, promotions, and job security, frequently results in a lack of motivation on the side of employees, the former, which includes success and acknowledgement, promotes job happiness. Using the two motivating components, this study will also use Herzberg's theory, which emphasises the impact of motivation on employee performance.

Tangible rewards including pay and benefits, job stability, promotions, contracts of service, and working conditions are all associated with extrinsic motivation. Individual managers may not have much control over such material benefits, which are frequently decided at the organisational level (Mullins 2005; referenced by Ukaejiofo 2013). Psychological benefits including the chance to apply one's skills, a sense of challenge and accomplishment, getting praise, positive acknowledgement, and being treated with consideration and care are all associated with intrinsic motivation.

According to Mullin (2005), psychological incentives are those that are often decided by the behaviours and actions of certain managers. It's possible that other academics criticised Herzberg's study. Friedlander and Margulies (1969), quoted by Mosammod& Nurul (2011), found that management and cordial staff relationships are what influence work happiness. Nonetheless, the degree of job satisfaction is influenced by this link between results. Nonetheless, this finding runs counter to Herzberg's (1966) assertion that work happiness is unaffected by supervision.

Empirical Analysis

According to Erkut and Siller (2014), flexible work arrangements have grown in popularity due to their positive impact on workers' quality of life. Due to the fact that businesses value their employees' personal lives more, the number of Turkish companies that promote flexible working models and assist workers in better balancing their personal and professional lives is growing. The development of flexible working techniques was also significantly influenced by changes in sectoral scope. For example, new work procedures that prioritise customer satisfaction and provide more flexible working techniques were brought about by the service sector's requirement to support long-term initiatives in the shipping, banking, communications, press, and oil industries. The impact of flexible work arrangements on worker performance is examined in this study. It was discovered that flexible work arrangements are quite valuable for enhancing and maintaining employee performance. Numerous flexible ways aspects, including as a job's appropriateness for flexibility, job loyalty, and attitude towards flexible working hours, have been found to have a direct impact on employee performance.

Anekwe (2019) carried out a research to look into the performance of employees at a few commercial banks in Anambra State and their flexible work arrangements. The design of the survey was descriptive. Using the Taro Yamani method, 186 respondents were selected as the sample size from the target population of 348 respondents. A systematic questionnaire was used to gather data. The instrument was validated using construct and content validity, and its reliability was tested using the Cronbach's alpha (α) statistical approach. Descriptive statistics were employed to analyse the data, and the hypotheses were tested using the Pearson product moment correlation coefficient. The findings showed a favourable and substantial correlation between flextime and employee happiness in the banking industry under study, as well as a statistically significant association between work sharing and employee commitment. According to the study's findings, flexible work arrangements promote mental and physical stability, lower stress levels, and increase productivity and effectiveness. Because flextime work arrangements boost employee performance, lower absenteeism, and raise employee happiness, the research advises managers to promote their use.

Flexible working arrangements (FWA) are crucial to work flexibility in the twenty-first century, according to Austin-Egole, Iheriohanma, and Nwokorie (2020). Employers struggle

to find a work-life balance for their staff members that will allow them to minimise any related issues while maintaining productive and successful performance. Because flexibility has advantages for both employers and employees, many organisations provide flexible working arrangements to their staff. One of the most frequent advantages is significantly better organisational and personnel performance. Additionally, it promotes a healthy work-life balance, which lowers stress and improves employee wellness while also lowering absenteeism and staff turnover for the company. The purpose of this essay is to discuss the many types of flexible work arrangements, their general principles, and how they affect worker performance. The approach involves library research that includes a critical analysis of secondary sources. In order to support the assertion that the impacts of flexible work arrangements (FWAs) differ based on the primary beneficiary, it suggests that more research be done on the effects of employer-driven and employee-driven FWAs on organisational performance.

Materials and Methods

This study adopts quantitative method to assess the effect of work life balance on Employees' Performance in an organisation with special reference to the three selected Hotels and Suite in Ilorin metropolis. Survey method was used with the help of self-administered questionnaire to facilitate the study to establish the opinions, attitude, and characteristics of intended beneficiaries on the consequence of effect of work life balance on Employees' Performance in an organisation with special reference to the three selected Hotels and Suite in Ilorin metropolis. The research work specifically focused on the workers of the three selected Hotels and Suite in Ilorin metropolis estimated to be 187 while the sample size of the study was determined using Taro Yamane sample size determination model and estimated to be 127. Simple random sampling technique was also used and instruments used for the Regression analysis was SPSS.

Test of Hypotheses and Results

Hypotheses 1

H₀₁ There is no significant impact between part time work and employee productivity.

Table 1: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.638 ^a	.407	.401	1.73433

a. Predictors: (constant), part time

Table 2: ANOVA^b

Model	Sum of Square	df	Mean Square	F	Sig.
1 Regression	196.332	1	196.332	65.272	.000 ^a
Residual	285.750	95	3.008		
Total	482.082	96			

a. Predictors: (constant), part time

b. Dependent Variable: employee productivity.

Interpretation and Decision

The model summary is 0.407 (4.07%). In the ANOVAa table above the f_{cal} is 65.272 at 0.000 significant levels. The decision rule however states that the level of significance is 0.05 and at a state where $p \leq 0.05$ there will be needed for the rejection of null hypotheses and a necessary acceptance of alternative hypotheses. This however means that impact between part time and employee productivity as $P=0.000$ and it is lower than the set significant level (0.05) hence there will need to reject null hypothesis and embrace alternate hypothesis.

Table 3: Coefficients^a

Model	Unstandardized	Coefficients	Standardized	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.247	1.044		6.941	.000
Part time	.226	.088	.258	2.585	.011

a. Dependent Variable: job satisfaction

The coefficient table above shows the simple model that expresses how part time work impact employee job satisfaction. The model is shown mathematically as " $Y=a+bx$ " where "y" is job satisfaction and "x" is part time, a is a constant factor and "b" is the value of coefficient. From the table therefore, job satisfaction= $7.247+0.226$ part time. The coefficient table indicates the impacts of the part time work on employee job satisfaction where the beta value is 22.6% and the P value is 0.011 and this indicates that for a 100% change in job satisfaction, part time contributes or constitutes a 22.6% impact.

Decision

To decide however following the decision rule which states that p should be ≤ 0.005 for null hypothesis to be rejected and alternate to be accepted or vice-versa. Thus the decision would be alternate hypothesis (H_1).

Hypothesis 2

H_0 Job sharing and job satisfaction are not related to one another.

Table 4: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.446 ^a	.199	.190		2.01642

a. Predictors: (constant), job sharing

Table 5: ANOVA^b

Model	Sum of Square	Df	Mean Square	F	Sig.
1 Regression	95.817	1	95.817	23.566	.000 ^a
Residual	386.266	95	4.066		
Total	482.082	96			

a. Predictors: (constant), job sharing

b. Dependent Variable: employee productivity.

Interpretation and decision

The model summary above shows the impact between job sharing work and employee productivity. In the ANOVAa table above the fcal is 23.566 at 0.000 significant levels. The decision rule however states that the level of significance is 0.05 and at a state where $p \leq 0.05$ there will be needed for the rejection of null hypotheses and a necessary acceptance of alternative hypotheses. This however means that impact between part time and employee productivity as $P=0.000$ and it is lower than the set significant level (0.05) hence there will need to reject null hypothesis and embrace alternate hypothesis.

Discussion of Results

This study examines the impact of flexible work on employee performance (case study of Kwara hotel Ilorin). The X construct is flexible work in which two variables were incorporated to demystify the concept of flexible work and it include part time work and job sharing while the Y construct is employee performance with two variable also which include employee productivities and job satisfaction. The study tend to know whether flexible working policy of Kwara hotel Ilorin and how this activity has marginalized the performance of employee. The finding however shows positive and strong linear relationship between the variables used to measure the two constructs after the postulation of the four hypotheses which invariably declare that flexible work plays significant role on employee performance .as from information gathered from the unstructured interview with the staffs of Kwara hotel Ilorin it was found out that the flexible working policies do not only enrich the organization productivity but also its positive impact is felt by all including Kwara hotel, customers and the entire society at large.

Conclusion

The study concluded that organizations are not looking into all areas of economy which can evenly generate societal benefits alongside organizational values whereby creating a hunger in the heart of employees to be entrepreneurial and forward looking that will create investible innovations with lasting positive impacts. It is however important to state that the concept of flexible working policies should be embraced by all sector of the economy, as benefits to be accrued has positive far reaching effects in individual self and organization actualization.



Recommendations

The study therefore recommended that Organization should engage their employees in flexible time in policy of employee working hours and also ensures that employees are provided with adequate and innovative resources available in identifying social/family issues procuring solutions in form of policies to meet this needs and as such ensure optimal job performance of employees in taking this into consideration managers and policy makers should also ensure that all the traditional policies should be dropped and rather the gather knowledge i.e. they should be up to date, to follow the trends they should also allow for subordinates participation in research/idea generation and also in decision making. Organization should also activate a culture of ethics within the organizations so as to channel the midst of employees towards proactive pursue of socio progress hereby maximizing positive impacts by using social/family challenges as a drive to innovation.

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CONTENTS

Article	Page
Effect of Ecosystems on Entrepreneurial Development among Young Graduates in Nasarawa State University, Keffi Nwoko Amaechi Nnamdi & Obekpa John Amedu & Nankyer Danyaro Shikdet	1
Influence of Integrated Library Management Software (ILMS) Utilization on Service Delivery in Public University Libraries in Kaduna State, Nigeria Ogor, Stephen Icha, Ali Garba Ph.D & Joshua Magoi Ph.D	13
Service Convenience and Customer Satisfaction Enhancement: An Analysis of In-Store Retail Operations in Ilorin, Kwara State Muritala Arowolo ALAO, Yusuf ISMAILA, Ph.D & Zekeri ABU, Ph.D	25
Leasing, Financial Literacy and Financial Performance of Small and Medium Enterprises in Kaduna State Muhammad Sani Gani & Salisu Ali Hamza	39
Effect of Organizational Structure on Employee Performance of Entrepreneurial Firms in Delta State, Nigeria CHUKWUKA, Ernest Jebolise Ph.D & IMIDE, Israel Onokero Ph.D	50
Effects of Renewable Energy Transition on Energy Savings by Commercial Businesses in Kaduna State Jameelah U. Zahradeen, Professor Salisu Umar & Prof. Nasiru Abdullahi	61
Housing Affordability and Poverty Reduction among the Beneficiaries of Skills Acquisition Training Programmes in Nigeria Abdulkarim Babagana Ph.D & Lawan Abba Babamaragana Ph.D	72
Effect of Phishing on Electronic Banking Adoption among Academic Staff: Role of Cyber Security Umar Faruk IBRAHIM, Prof. Salisu Abubakar & Prof. Idris Aliyu Ahmad	87
The Influence of Entrepreneurial Knowledge, Attitude Towards Entrepreneurship and Entrepreneurial Intention on the Moderating Role of Perceived Capacity Suleiman Usman, Prof Zainab Dabo, Dr. Hashim Yusuf, Prof Maryam Abdu, Dr. Muhammed Yazeed	105
Financial Literacy and Financial Inclusion for Entrepreneurship Success in Nigeria Umar Mustapha Kachalla Ph. D & Yusuf Adamu Gambo	115
Enhancing Customer Loyalty Through Service Quality in Deposit Money Banks in Ilorin, Kwara State Bello Abdulganiyu Aremu & Alakoso Ibrahim Kayode	129
Knowledge and Utilization of Management Information System among Non-Academic Staff Within the University System in Ogun State, Nigeria OLATOYE, Adeolu O. Ph.D, ALAKE, M. Ajibola Ph.D, OLUSOLA Temitope	142