

**EFFECT OF WORKPLACE FLEXIBILITY ON EMPLOYEES'
ENGAGEMENT IN PIGGYVEST AND OPAY IN LAGOS STATE,
NIGERIA**

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JULY, 2024

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BY

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE STUDIES IN
PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER
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RESOURCE MANAGEMENT IN THE DEPARTMENT OF BUSINESS MANAGEMENT,
COLLEGE OF MANAGEMENT AND SOCIAL SCIENCES, COVENANT UNIVERSITY.**

JULY, 2024

ACCEPTANCE

This is to attest that this dissertation is accepted in partial fulfilment of the requirements for the award of Master of Science Degree in Industrial Relations and Human Resource Management in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Nigeria.

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DECLARATION

I, AYANDELE, BLESSING YEMI (14AC016339) declares that this research was carried out by me under the supervision of Dr Marvellous A. Gberevbie of the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria. I attest that this dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this dissertation are duly acknowledged.

Ayandele, Blessing Yemi

Signature and Date

CERTIFICATION

We certify that this dissertation titled “**EFFECT OF WORKPLACE FLEXIBILITY ON EMPLOYEES’ ENGAGEMENT IN PIGGYVEST AND OPAY IN LAGOS STATE, NIGERIA**” is an original work carried out by **AYANDELE, BLESSING YEMI (14AC016339)** in the department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria, under the supervision of Dr Marvellous A. Gbervebie of the Department of Business Management. We have examined and found this research work acceptable as part of the requirements for the award of Master of Science (M.Sc.) Degree in Industrial Relations and Human Resource Management.

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DEDICATION

This research work is dedicated to God, who has been my strength and my guide throughout my academic journey. I am grateful for the wisdom, grace, and love that has sustained me throughout this programme.

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ABBREVIATIONS

WF = Workplace Flexibility

EE = Employee engagement

TER = Telecommuting

EMR = Employee recognition

CWW = Compressed workweek

PD = Personal development

JS = Job sharing

JOS = Job satisfaction

FLT = Flextime

WLB = Work-life balance

SPSS = Statistical package for the social sciences

ABSTRACT

This research focused on the effect of workplace flexibility on employee engagement: A study of selected FinTech Companies. Job satisfaction and work-life balance are not achieved because a non-flexible work environment and less focused employee engagement may stifle creativity and innovation. Employees may feel constrained within rigid structures, limiting their ability to experiment with new ideas or approaches. As the main concerns of employee engagement are job satisfaction and organizational behavior. The purpose of this study is to know how flexible work environments affects employee engagements. The social exchange theory, work/family theory and spillover theory provided to the theoretical foundation of the study. A quantitative survey method was adopted for this study. The population of the study comprised of 762 employees and sample questionnaire were administered to a sample size of 262 employees using convenience and stratified sampling techniques. Results showed there is a significant positive relationship between Compressed workweek, Job sharing, Flextime and employee engagement of selected FinTech companies and implementing flexible work arrangements at these companies can lead to enhanced employee engagement, personal development, and a more satisfied workforce. Hence, this study recommends that Organizations should incorporate workplace flexibility, Compressed workweek, Job sharing, and part-time work into their recruitment processes to enhance employee engagement and satisfaction.

Key words: Workplace flexibility, Employee engagement.