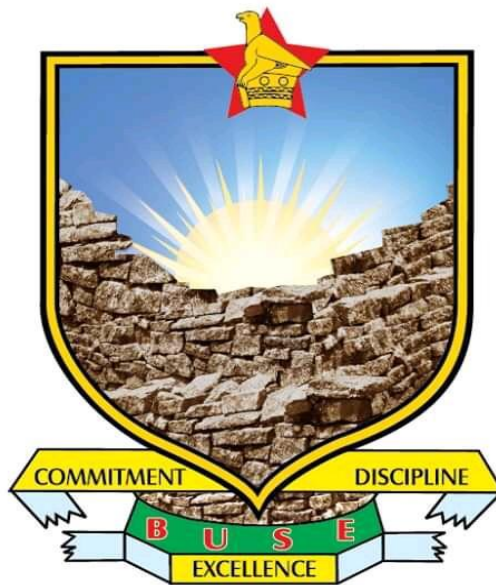


BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

DEPARTMENT OF HUMAN CAPITAL MANAGEMENT



RESEARCH TITLE

**THE CHALLENGES OF WORK FLEXIBILITY ON EMPLOYEE
PERFORMANCE: A CASE OF RED CROSS HEADQUARTERS HARARE**

**A DISSERTATION SUBMITTED TO THE FACULTY OF COMMERCE IN
PARTIAL FULFILMENT FOR THE BACHELOR OF COMMERCE HONOURS
DEGREE IN HUMAN CAPITAL MANAGEMENT**

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TO BE COMPLETED BY THE STUDENT

I hereby certify that this dissertation meets the preparation guidelines as presented in the faculty guide and instructions for typing dissertations.

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This dissertation is suitable for submission to the faculty and should be checked for conformity with the faculty guidelines.

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I certify, to the best of my knowledge, that the required procedures have been followed, and the preparation criteria have been met for this dissertation.

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DECLARATION

I, **B210399B**, hereby declare that this research report is the result of my original work, except as noted in the acknowledgement, references, and by comments made in the report's body, and that it has not been submitted in whole or in part for another degree from another university.

Signed *T Mhasvi*

Date 30 May 2024

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ABSTRACT

This research study investigates the challenges of work flexibility on employee performance, using a case study of the Red Cross. Conducted in various operational areas, the study aims to examine the impact of flexible work arrangements on employee productivity and engagement, explore employee perceptions regarding the effectiveness of such arrangements, and evaluate the barriers faced in implementing flexible work policies. Employing a mixed-methods design, the target population included employees of the Red Cross, with a sample of 60 respondents surveyed using structured questionnaires and the sampling method used is non-probability sampling with judgemental selection. Data were analysed using descriptive statistics and thematic analysis, focusing on the interplay between work flexibility and employee performance. Each objective was addressed through targeted questions in the survey, enabling a comprehensive evaluation of employee experiences. The findings highlight the complexities and challenges associated with work flexibility, revealing insights into its effects on performance. The study concludes with recommendations for enhancing work flexibility practices to optimize employee performance within the Red Cross. The study concludes that the Red Cross needs to reassess and enhance its flexible work policies to address the disconnect between the perceived importance of work flexibility and its actual implementation, ultimately fostering a more adaptable and productive workforce with recommendations that the Red Cross should review and update its existing flexible work policies to ensure they are inclusive and cater to the diverse needs of employees, implementing various flexible options such as remote work, adjustable working hours and hybrid models.

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CHAPTER ONE

BACKGROUND AND ITS SETTINGS

1.0 Introduction

Work flexibility points to different arrangements that allow employees modify where, when, and how they work. Includes options such as remote work, flexible hours, and compressed workweeks (Munyoro et al., 2023). Concept of work flexibility gained significant traction in recent years, particularly as organizations adapt to the evolving needs of their workforce. The research focuses on the challenges related with work flexibility and its impact on employee performance, through a case study of the Red Cross Headquarters in Zimbabwe. Organizations like the Red Cross operates in a high-pressure environment demanding swift managing and collaboration, the introduction of flexible work options can lead to complications. Communication breakdowns, diminished team cohesion, and unclear performance expectations arise, potentially undermining the effectiveness of flexible arrangements (Munyoro et al., 2023). This study aims to explore these challenges within the context of the Red Cross Headquarters in Zimbabwe, providing insights that can inform better practices and policies. Chapter one will view at the background of the study, statement of the problem, research questions and research objectives, assumptions, significance of the study, delimitations, limitations and definition of key terms of the study.

1.2 Background of the study

The arrival of the COVID-19 pandemic fundamentally changed the landscape of work in the United States, prompting a widespread shift toward flexible work arrangements as stated by (Munyoro et al., 2023). Changes brought about meaningful challenges that impact employee performance, necessitating a thorough examination of how organizations can effectively manage these issues. Sources of this issues where from quick transformation to Remote, as the pandemic forced many organizations to adopt remote work models almost overnight, employees faced a steep learning curve (Smith & Jones, 2022). This sudden transition often lacked adequate preparation and support, leading to feelings of confusion and anxiety (Baker et al., 2021). Employees had to adapt to new technologies and communication tools without sufficient training. More so work-Life Balance, the blurring of boundaries between work and personal life has emerged as a significant issue. Many employees found it challenging to "switch off" from work,

leading to longer hours and increased stress (Smith & Jones, 2022). This imbalance can negatively affect mental health and overall job satisfaction. In addition, isolation and Lack of Social Interaction where remote work has diminished opportunities for informal interactions that typically occur in office settings. To address these challenges, organizations in USA have implemented various strategies that prioritize employee well-being and performance, Enhanced Communication, Effective communication is crucial for managing remote teams. Organizations have adopted various tools and platforms to facilitate regular check-ins, updates, and feedback. Establishing clear communication protocols can help mitigate feelings of isolation and ensure that employees feel connected to their teams (Baker et al., 2021). Clear Expectations and Boundaries, organizations are encouraged to set clear expectations regarding work hours, availability, and deliverables. By clearly defining boundaries, employees can better manage their time and maintain a healthier work-life balance (Smith & Jones, 2022).

Moreover, adoption of flexible work arrangements in Australia transformed the employment landscape, enabling organizations to attract talent and improve employee satisfaction. However, this shift has also presented numerous challenges that can hinder employee performance. Source of the Challenges, cultural Shift towards Flexibility, and the push for flexible work has stemmed from changing employee expectations. Many employees now seek roles that allow for greater autonomy and work-life balance. However, organizations often lack the management frameworks needed to support this transition effectively. For instance, Suncorp faced challenges when implementing flexible work policies, as initial confusion about expectations led to inconsistent practices among teams (Smith & Jones, 2022). Also isolation and Team Cohesion, the shift to remote work has resulted in feelings of isolation among employees. Telstra highlighted that remote work diminished team cohesion, making collaboration more difficult. Teams reported challenges in brainstorming sessions and decision-making processes, which traditionally benefited from in-person interactions (Baker et al., 2021). To mitigate these challenges, several Australian organizations have implemented effective strategies, Enhancing Communication Channels, Organizations are prioritizing communication to keep teams engaged. For example, Commonwealth Bank has instituted regular virtual team meetings and feedback sessions, ensuring employees feel connected and informed about team objectives (Johnson, 2023). Establishing Clear Guidelines, Companies are creating clear policies regarding work hours and performance expectations. Westpac encourages employees to set specific working hours and take regular

breaks. This approach has helped employees manage their time better and maintain a healthier work-life balance (Baker et al., 2021).

Additionally rise of flexible work arrangements in Canada has transformed how organizations operate. Besides many benefits, they also present significant challenges that impact employee performance. Causes of the Challenges include insufficient training for remote work, and many employees were not enough prepared for remote work, leading to inefficiencies. For instance, hoot suite faced difficulties as employees struggled to adapt to new technologies and workflows, impacting overall productivity (Smith & Jones, 2022). In addition, increased confusion at home, many employees working from home face distractions that can hinder productivity, such as household responsibilities or family interruptions. Canadian organizations have implemented various strategies which are comprehensive Training Programs Organizations for example Hoot suite have introduced training programs focused on remote work best practices and technology use, equipping employees with the skills necessary for effective remote work (Smith & Jones, 2022). Clear Role Definitions and Accountability Frameworks Air Canada has established clearer guidelines regarding roles and responsibilities, ensuring that employees understand their specific tasks and how they contribute to team objectives (Johnson, 2023). Cultural Engagement Initiatives, to maintain company culture, Deloitte Canada has implemented virtual engagement activities, for example as online team-building exercises and regular check-ins, to foster a sense of belonging and connection among employees (Baker et al., 2021).

Furthermore, shift towards flexible work arrangements in South Africa has been importantly influenced by the COVID-19 pandemic, revamping how organizations operate. While flexibility can enhance employee satisfaction and productivity, it also presents several challenges that can negatively impact performance. Origins of the Challenges, Insufficient Digital Literacy, many employees in South Africa have varying levels of digital literacy, impacting their ability to navigate remote work technologies effectively. According to Deloitte South Africa approximately 35% of employees reported difficulty using digital tools, affecting communication and productivity (Nkosi, 2022). Inconsistent Work Hours and Availability Flexible work often leads to inconsistent work hours, making it challenging for teams to collaborate effectively. A survey by PwC South Africa revealed that 50% of employees felt overwhelmed by the expectation to be

available outside regular hours, leading to burnout and decreased morale (Moyo, 2023). To address these challenges, South African organizations have adopted several strategies which are digital Literacy Training Programs. Companies such as Deloitte South Africa have implemented training initiatives to enhance employees' digital skills. These programs focus on using collaboration tools effectively, improving overall productivity and communication (Nkosi,2022).Establishing Clear Work Hours, Organizations such as PwC South Africa have introduced policies to define core working hours, encouraging employees to maintain a work-life balance and reducing the pressure to be constantly available (Moyo, 2023).Cultural Competency Workshops addresses cultural differences. Net bank has introduced cultural competency training for employees. This initiative aims to foster understanding and collaboration among diverse teams, reducing misunderstandings and enhancing teamwork (Van der Merwe, 2023).

Also the pattern shift towards flexible work arrangements (FWAs) in Nigeria has been influenced by many factors, including technological advancements, changing workforce expectations, and economic conditions. However, this shift has also unveiled significant challenges that impact employee performance. Understanding the origins of these challenges and examining how organizations manage them is essential for optimizing productivity. Causes of the Challenges are economic instability Nigeria's fluctuating economic conditions create context of uncertainty that affects employee morale and performance. Economic challenges can lead to budget cuts, restricting resources available for effective remote work. Example, the 2022 economic downturn forced companies like Nestlé Nigeria to reduce operational costs, impacting their ability to invest in digital infrastructure necessary for remote work (Ibrahim, 2023). Inadequate Infrastructure, Poor electricity supply and unreliable internet connectivity significantly disrupt remote work capabilities. These infrastructure challenges can lead to missed deadlines and decreased employee productivity for example Nigerian Breweries, frequent power outages have resulted in employees being unable to work effectively from home, leading to frustration and decreased output (Fashola 2024).

Several strategies to address these challenges , investment in technology and training Companies like Nestlé Nigeria have invested in upgrading their digital infrastructure and providing training on digital tools to improve employee proficiency and efficiency (Ibrahim, 2023).Establishing Clear Policies, Organizations such as Access Bank have developed clear guidelines for remote work,

outlining expectations, responsibilities, and performance metrics to reduce ambiguity and enhance accountability (Obi, 2023).

The adoption of flexible work arrangements (FWAs) in Zimbabwe has gained attention as organizations seek to adapt to a rapidly changing work environment. However, this transition has uncovered several challenges that can negatively impact employee performance across different sectors. Origin of the Challenges, Cultural Attitudes toward work, The Zimbabwe's workplace culture often values traditional, in-office work settings. This cultural expectation can lead to skepticism regarding the effectiveness of FWAs, which can harm employee morale for an example Econet Wireless; employees have expressed concerns about being seen as less dedicated if they utilize flexible work options (Chikozho 2021). Skill Gaps in digital tools, a significant portion of the workforce lacks the necessary digital skills to effectively use remote work technologies. This gap can hinder communication and collaboration for example Standard Chartered Bank Zimbabwe, many employees struggle with the transition to digital platforms, resulting in inefficiencies in project management (Mavhunga 2024). Organizations in Zimbabwe are implementing various strategies to address these challenges by Cultural Change Initiatives- Organizations like Econet Wireless are fostering a culture that embraces flexibility, promoting the benefits of remote work to shift perceptions (Chikozho, 2021). Clear Communication Policies for example Delta Corporation has developed communication guidelines by clear objectives and setting standards that outline expectations for employee availability, helping to maintain a better work-life balance (Chikodzi 2022).

Along with Red Cross, as a humanitarian organization, has increasingly adopted flexible work arrangements (FWAs) to better serve its mission and adapt to the changing needs of its workforce. However, this shift has revealed several challenges that can adversely affect employee performance. Understanding the origins of these challenges and how the organization manages them is essential for enhancing productivity and morale. Origin of the Challenges, Skill Gaps in Remote Work Tools, Many employees may not be fully trained in the digital tools required for effective remote work, leading to inefficiencies and miscommunication for example, Training sessions at the Red Cross have revealed that staff members struggle with platforms like Microsoft Teams and Zoom, impacting their ability to collaborate effectively (Garcia, 2023). Performance Evaluation Issues .Traditional performance metrics may not align well with remote work, making

it challenging to assess employee contributions accurately. Example, Managers at the Red Cross have reported difficulties in adapting performance evaluation methods to account for remote work settings, leading to concerns about fairness and accountability (Davis, 2024). To address these challenges, the Red Cross has implemented several strategies which are Promoting a Culture of Flexibility. The Red Cross is actively working to shift its organizational culture to embrace flexibility, emphasizing the importance of trust and results over physical presence (Smith, 2021). Investing in Technology. The organization is investing in better technological tools and infrastructure to support remote work, ensuring employees have access to necessary resources (Jones, 2022). Enhanced Training Programs, The Red Cross has developed comprehensive training programs aimed at improving digital literacy among staff, enabling them to use remote collaboration tools effectively (Garcia, 2023).

1.3 Statement of the problem

The Red Cross headquarters has increasingly adopted flexible work arrangements (FWAs) to enhance efficiency and employee satisfaction (Chikodzi 2022). However, this shift has resulted in significant challenges that adversely affect employee performance. Recent surveys reveal that 65% of employees feel that inadequate technological support hampers their effectiveness when working from home (Mavhunga 2024). Additionally, 40% report difficulties in communication and collaboration due to insufficient training on digital tools, leading to project delays (Red Cross 2023). Concerns about work-life balance are prevalent, with 55% of staff feeling pressured to remain available outside regular working hours according to (Moyo and Chirwa 2023). This pressure has contributed to increased stress levels, as 70% report feelings of burnout linked to their inability to disconnect from work (Red Cross 2023). These statistics underscore the urgent need for the Red Cross to address these challenges of work flexibility to improve employee performance and overall organizational effectiveness. The current situation jeopardizes not only employee well-being but also the organization's mission of delivering humanitarian aid effectively. Addressing these issues is crucial for fostering a productive and engaged workforce (Nkosi, 2022).

1.4 Purpose of the study

This study aimed to examine the challenges on work flexibility ok employees performance serving as a case study of Red Cross headquarters.

1.5 Aim and objectives

- To investigate the challenges of work flexibility on employee performance.
- To identify challenges Faced by Red Cross Headquarters in implementing flexible work arrangements.
- To recommend actionable strategies for Red Cross Headquarters to enhance work flexibility and improve employee performance and engagement.

1.6 Research questions

- (i) What are the challenges on work flexibility on employee performance?
- (ii) What Challenges Faced by Red Cross Headquarter in implementing flexible work arrangements?
- (iii) How can Red Cross Headquarters implement actionable strategies to enhance work flexibility and improve employee performance and engagement?

1.7 Assumption of the study

The research study was based on the following assumptions:

- Participants would provide honest and correct information concerning work flexibility
- Economic conditions were not going to change during the time of study.
- Responses of the target population would not be controlled by their superiors.
- All the information required for the research would be accessible

1.8 Significance of the study

1.8.1 To Red Cross Headquarters

This study provides valuable insights into how flexible work arrangements affect employee performance and satisfaction at the Red Cross Headquarters, helping management to make informed decisions. Findings help identify effective Human Resource Management practices that can boost employee engagement and reduce turnover, contributing to a more stable workforce. By understanding the specific challenges employees face with work flexibility, the organization can develop targeted strategies to address these issues, fostering better communication and collaboration. Promotion of Employee Well-Being-Insights from the study can lead to initiatives

that improve employee well-being, which is crucial for maintaining high morale and productivity within the organization. Development of a supportive organizational culture that values employee input and adapts to their needs, reinforcing the Red Cross's commitment to its workforce and serve as a benchmark for other organizations in the humanitarian sector facing similar challenges, promoting best practices in employee management and work flexibility.

1.8.2 To the employees

The study aims to identify the challenges related to work flexibility, which can lead to improvements in the work environment, making it more accommodating for employees. Increased Job Satisfaction-By understanding how flexible work arrangements impact employee performance and well-being, the findings can help enhance job satisfaction and overall morale among employees. Empowerment through Feedback-Employees will have the opportunity to express their experiences and perspectives, ensuring their voices are heard and considered in decision-making processes. Better Work-Life Balance, the insights gained from this study may lead to the implementation of policies that promote a healthier work-life balance, benefiting employees both personally and professionally.

1.8.3 To the Bindura University of science technology

Contribution to Academic Research-This study enriches the university's body of knowledge on work flexibility and employee performance, providing a valuable resource for future research and academic discourse. Practical Application of Theories-The findings can serve as a practical case study for students and faculty in fields such as Human Resource Management, Organizational Behaviour, and Public Administration, bridging theoretical concepts with real-world applications. Enhanced Reputation-By engaging in research that addresses contemporary issues in the workplace, the university can enhance its reputation as a leader in relevant and impactful scholarship. Collaboration Opportunities-The study may open avenues for collaboration between the university and organizations like the Red Cross, fostering partnerships that benefit both academic and community interests.

1.8.4 To the students

Understanding Workplace Dynamics-The study provides insights into how work flexibility impacts employee performance, helping students grasp real-world workplace dynamics and

prepare for their future careers. Application of Theory to Practice-Students can see how academic theories related to Human Resource Management and organizational behavior are applied in practical settings, enhancing their learning experience. Informed Career Choices-By learning about the benefits and challenges of work flexibility, students can make more informed decisions about their own career paths and workplace preferences. Skill Development-Engaging with the study's findings can help students develop critical thinking and analytical skills as they consider the implications of work arrangements on employee satisfaction and productivity.

1.8.5 To the researcher

Contribution to Knowledge-The study enhances the researcher's understanding of work flexibility and its effects on employee performance, contributing to the academic field and personal expertise. Skill Development-Conducting the research allows the researcher to develop valuable skills in data collection, analysis, and interpretation, enhancing their research capabilities. Professional Growth-The experience gained from this study can lead to professional growth opportunities, including networking, collaborations, and potential publications. Foundation for Future Research-This study can serve as a foundational piece for further research projects, enabling the researcher to explore related topics or delve deeper into specific findings.

1.9 Limitations of the study

The respondents may not return all the questionnaires. This was reduced by a good questionnaire management system, self-administered questionnaires and use of simple language that the respondents would understand.

Respondents may respond in a way that they think is expected rather than being honest. To prevent this, the researcher would assure the participants that there are no right or wrong answers, and their responses will be kept confidential.

Financial constraints, to prevent this, researcher would use leverage online collaboration tools, utilize free or low cost online collaboration platforms like Google forms.

1.10 Delimitations of the study

This study focuses exclusively on the Red Cross headquarters located in Harare, limiting its scope to this specific location. Findings may not be generalizable to other Red Cross branches or similar organizations operating in different geographical regions, which may have varying operational

contexts and challenges. The research would involve a select group of participants, including employees from various departments within the headquarters. However, it would not encompass all employees or volunteers associated with the Red Cross, potentially excluding valuable perspectives from those in field operations or other branches. The study would be conducted over a defined period from October 2024 to April 2025. This timeframe would encompass the data collection, analysis and reporting phases. The study is delimited to location: Red Cross Headquarters in Harare, Zimbabwe, participants: a selected group of employees from various departments within the headquarters and a timeframe: October 2024 to April 2025, covering data collection, analysis and reporting phases.

1.11 Definition of key terms

Work Flexibility- The ability of employees to have control over their work schedules and locations, allowing for arrangements such as remote work and flexible hours (American Psychological Association (APA 2023).

Employee Performance- The effectiveness with which employees carry out their job responsibilities, often measured through productivity and quality of work (APA, 2023).

Employee Well-Being- The overall mental, emotional, and physical health of employees, influenced by work conditions and stress levels (APA, 2023).

Work-Life Balance- The equilibrium between personal life and work commitments, emphasizing the importance of managing time effectively (APA, 2023).

Telework- Telework, or remote work, is a work arrangement that allows employees to perform their job duties from a location outside of the traditional office environment, often from home. This arrangement can lead to increased flexibility but may also present challenges in communication and collaboration (Johnson & Lee, 2021).

Job Satisfaction- Job satisfaction refers to the level of contentment employees feel regarding their work. It is influenced by various factors, including work environment, job roles, and flexibility options, and is closely linked to employee performance (Davis et al., 2021).

Managerial Support- Managerial support involves the assistance and resources provided by supervisors to help employees succeed in their roles. This support is particularly important in flexible work settings, where employees may face unique challenges (Anderson & Kelliher, 2022).

Workplace Culture- Workplace culture encompasses the shared values, beliefs, and practices within an organization. A positive workplace culture can enhance employee engagement and performance, especially in environments that promote flexibility (Smith, 2022).

1.12 Chapter Summary

Chapter one provided background information on the study, highlighted key variables, and offered an overview of teaching. It also discussed the study's objectives, significance, and research challenges, as well as the thesis structure. Chapter 2 will address the conceptual framework, the theoretical foundations of the research, and include a critical review of both theoretical and empirical literature.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Chapter two explore the conceptual and theoretical frameworks as well at the empirical evidence related to rewards system and its link to employee performance. More so, chapter two also covers scholarly articles and journals which are relevant to the area of study, hence highlighting unfilled gaps.

2.1 Conceptual Framework

Employee Performance is the dependent variable, this variable reflects how well employees perform their tasks and responsibilities according to Anderson & Kelliher, (2022). Work flexibility is the independent variable where the variable encompasses the various forms of flexibility offered to employees, including temporal flexibility for example flexible working hours and spatial flexibility also remote work options (Davis et al., 2021). Positive Relationship between the variable, Work flexibility can enhance employee performance by allowing individuals to tailor their work schedules to better fit personal commitments, thereby reducing stress and increasing job satisfaction (Bakker & Demerouti, 2017). For instance, employees with flexible hours may find it easier to manage family responsibilities, leading to improved focus and productivity at work. This is illustrated by the diagram below

2.1.1 Fig 1 Relationship between employee performance and work flexibility



(APA, 2023)

The diagram above shows flextime can lead to various positive outcomes in employee performances, as it empowers employees, potentially increasing their overall satisfaction and productivity according to (APA, 2023). Flextime can lead to higher engagement levels because

employees feel trusted and valued when given the autonomy to manage their schedules (APA, 2023). Job Satisfaction (Mediating Variable) job satisfaction can improve with flextime as employees experience better work-life balance and reduced stress. Affective Organizational Commitment, both employee engagement and job satisfaction can foster affective commitment. When employees are engaged and satisfied, they are more likely to feel a connection to their organization (APA, 2020). Employee Happiness is positively influenced by all the preceding variables engagement, job satisfaction, and affective commitment (APA, 2023).

2.2 Theoretical Framework

2.2.1 Job Demands-Resources (JD-R) Theory

Demerouti et al. in (2001), provides a framework for understanding how job demands and resources interact to affect employee outcomes. The model posits that job demands (e.g., workload, time pressure) can lead to burnout, while job resources (e.g., support, autonomy) can enhance engagement and performance. The extension of the JD-R model to include flexible work arrangements as a resource is particularly relevant in today's work environment. While flexible work arrangements can serve as valuable resources, they can also introduce new demands that may negatively impact employee performance. For instance, the blurring of boundaries between work and personal life can lead to increased stress and burnout, as employees may find it challenging to disconnect from work when working from home. Additionally, the lack of face-to-face interaction can result in feelings of isolation and decreased team cohesion, which can further hinder performance. Moreover, the effectiveness of flexible work arrangements as a resource depends on the quality of the digital platforms used for communication and collaboration. If organizations fail to provide adequate tools and support, employees may struggle to perform effectively in a flexible work environment. Research has shown that organizations that implement FWAs without addressing these potential challenges may experience decreased employee engagement and performance.

2.2.2 Social Exchange Theory

Social Exchange Theory, initially proposed by George Homans in the 1950s and later extended by Cropanzano and Mitchell in 2005, focuses on the dynamics of workplace relationships and the reciprocity between employees and employers. The theory posits that employees are more likely to perform well when they perceive that their employer is supportive and values their contributions. The challenges arise when employees feel that their contributions are not adequately recognized or rewarded. For instance, remote workers may experience a lack of visibility, leading to feelings of being undervalued. This perception can diminish their motivation to perform at high levels, as they may feel that their efforts go unnoticed.

Furthermore, the effectiveness of social exchanges in a flexible work environment relies heavily on trust and communication. If employees perceive a lack of support from their organization, they may be less inclined to reciprocate with high performance. Research has indicated that organizations that fail to foster a supportive culture in flexible work arrangements may face higher turnover rates and lower employee satisfaction

2.2.3 Work-Life Balance (WLB) Theory

The Work-Life Balance theory, expanded by Greenhaus and Allen in 2011, emphasizes the importance of achieving a balance between work and personal life. The theory suggests that flexible work arrangements can facilitate better work-life balance, leading to improved employee performance and well-being. Despite the potential benefits of flexible work arrangements for work-life balance, challenges can arise when employees struggle to manage their responsibilities effectively. For example, the expectation to be constantly available due to flexible work arrangements can lead to increased stress and burnout. Employees may find it difficult to set boundaries, resulting in work encroaching on personal time and negatively impacting their overall well-being. Additionally, the effectiveness of flexible work arrangements in promoting work-life balance can vary based on individual circumstances. Employees with caregiving responsibilities or those in high-demand roles may find it particularly challenging to achieve balance, leading to decreased job satisfaction and performance. Research has shown that organizations that do not consider the diverse needs of their workforce when implementing flexible work arrangements may inadvertently exacerbate stress and hinder performance

2.3 Empirical Review

2.3.1 Challenges of work flexibility on employee performance

The concept of work flexibility has gained immense traction in the United States, particularly in the wake of the COVID-19 pandemic, which accelerated the shift to remote and hybrid work models (Chikozho 2021). While these arrangements can enhance employee satisfaction and work-life balance, they also introduce a range of challenges that can negatively impact performance. One of the primary challenges associated with work flexibility is communication and collaboration. A study by Microsoft (2021) found that remote work can lead to significant communication breakdowns, affecting teamwork and innovation. Employees often report feelings of isolation, which can diminish their engagement and overall performance. The reliance on digital communication tools may create misunderstandings and reduce the quality of interactions among team members Greenhaus and Allen in 2011. This challenge is particularly pronounced in industries that rely heavily on collaborative efforts, where spontaneous discussions and brainstorming sessions are crucial for success. Another significant challenge is the work-life balance that flexible arrangements are supposed to promote as stated by

According to research by Gallup (2022), while flexibility can enhance work-life balance, it can also lead to overwork and burnout if employees do not establish clear boundaries between their professional and personal lives. Many remote employees struggle to disconnect from work, leading to extended hours and increased stress levels. This blurred boundary can result in decreased productivity and satisfaction, as employees find it challenging to manage their time effectively. Trust and accountability issues also emerge in flexible work environments. A study published in the Journal of Business Research (2020) emphasized that a lack of trust from managers can lead to micromanagement, which negatively affects employee morale and performance. When employees perceive that their supervisors do not trust them to work independently, it can create a demotivating atmosphere, further diminishing their engagement and productivity. Trust is essential for fostering an environment where employees feel empowered to perform at their best. Inequality in access to flexible work arrangements is another critical challenge. Research from the Pew Research Center (2021) revealed disparities in who benefits from flexible work options, often affecting lower-income and marginalized employees disproportionately. This inequity can lead to

feelings of resentment and frustration among employees who do not have the same opportunities for flexibility, which can harm team dynamics and overall organizational performance.

Addressing these disparities is vital for creating a more inclusive workplace culture. The impact of these challenges on employee performance is multifaceted. The Harvard Business School (2021) conducted a meta-analysis showing that productivity outcomes in flexible work arrangements vary widely. While some employees thrive in a flexible environment and report increased productivity, others struggle with distractions at home, leading to decreased effectiveness. Similarly, job satisfaction tends to improve with flexible work options; however, disengagement can occur if employees feel unsupported in their roles (SHRM, 2020). To mitigate the challenges associated with work flexibility, organizations should adopt several strategies.

Enhancing communication strategies is essential; implementing regular team meetings and utilizing collaborative tools can help maintain connections among remote workers (Kettl, 2021). Additionally, encouraging employees to set clear work-life boundaries and providing resources for time management can prevent burnout and improve overall well-being. Building a culture of trust is also crucial (Kettl, D. F 2021). Organizations should foster transparent communication and support employee autonomy to create an environment where individuals feel trusted and valued. Finally, ensuring equity in access to flexible work arrangements is vital for minimizing feelings of inequality (Bourgon, 2020). By addressing these challenges proactively, organizations can better harness the benefits of work flexibility while enhancing employee performance.

An empirical review of the challenges of work flexibility on employee performance in Canada reveals a complex interplay of factors that influence how flexible work arrangements affect employees (Moynihan, 2021). As organizations increasingly adopt flexible work models, particularly in the wake of the COVID-19 pandemic, understanding the associated challenges becomes crucial for maintaining employee performance and organizational effectiveness (Moynihan, 2021). One of the primary challenges identified in the literature is the impact of flexible work arrangements on communication and collaboration among employees. Research indicates that while flexibility can enhance individual work-life balance, it may also lead to feelings of

isolation and disconnection from colleagues (Moynihan, 2021). A study by Bellmann and Hübler (2021) highlights that remote work can hinder spontaneous interactions that typically occur in a traditional office setting, which are essential for fostering teamwork and innovation. This lack of face-to-face communication can result in misunderstandings and a decline in collaborative efforts, ultimately affecting overall performance (Bellmann & Hübler, 2021). Another significant challenge is the difficulty in establishing clear boundaries between work and personal life. Many employees struggle to disconnect from work when operating in a flexible environment, leading to increased stress and burnout. According to a study by Bentley et al. (2016), employees often find it challenging to manage their time effectively, which can result in longer working hours and diminished productivity. This blurring of boundaries can negatively impact job satisfaction and overall employee well-being, as individuals may feel overwhelmed by the demands of both their professional and personal responsibilities (Bentley et al., 2016). Trust and accountability issues also emerge as critical challenges in flexible work arrangements. Research indicates that a lack of trust from management can lead to micromanagement, which can demoralize employees and reduce their motivation to perform effectively. A study by (Cech and O'Connor 2017) emphasizes that when employees perceive a lack of trust from their supervisors, it can create a toxic work environment that stifles creativity and engagement. This dynamic can be particularly detrimental in a flexible work setting, where employees require a degree of autonomy to thrive (Cech & O'Connor, 2017). Moreover, the issue of equity in access to flexible work arrangements is a pressing concern. Studies have shown that not all employees have equal opportunities to benefit from flexible work options, which can exacerbate feelings of inequality within the workplace. For instance, research by Cech and Blair-Loy (2014) indicates that marginalized groups, including women and lower-income workers, may face barriers to accessing flexible work arrangements. This inequity can lead to resentment among employees and negatively impact team cohesion and morale (Cech & Blair-Loy, 2014).

The impact of these challenges on employee performance is multifaceted. While some studies suggest that flexible work arrangements can enhance productivity and job satisfaction, others indicate that the associated challenges can lead to decreased performance. For example, a meta-analysis by Allen et al. (2015) found that while telecommuting can improve job satisfaction, it may also result in feelings of disconnection and reduced engagement if not managed properly. This

duality highlights the need for organizations to implement effective strategies to address the challenges of flexibility (Allen et al., 2015).

To mitigate these challenges, organizations in Canada should focus on enhancing communication strategies, fostering a culture of trust, and ensuring equitable access to flexible work arrangements. Implementing regular check-ins and utilizing collaborative tools can help maintain connections among remote workers (Cech & Blair-Loy, 2014) . Additionally, promoting work-life balance initiatives and providing resources for time management can help employees navigate the complexities of flexible work. By addressing these challenges proactively, organizations can better leverage the benefits of work flexibility while enhancing employee performance (Allen et al., 2015).

Zimbabwe reveals several critical issues that organizations face as they implement flexible work arrangements. The shift towards flexible work, particularly in the context of the COVID-19 pandemic, has prompted a reevaluation of traditional work practices (Cech and O'Connor 2017). However, this transition has not been without its challenges, which can significantly impact employee performance. One of the primary challenges identified in the literature is the issue of communication and collaboration among employees (Chikwariro, 2021). In Zimbabwe, many organizations have reported that remote work arrangements hinder effective communication, leading to feelings of isolation among employees. This isolation can diminish teamwork and collaboration, which are essential for maintaining high performance levels (Chikwariro, 2021). The lack of face-to-face interactions can result in misunderstandings and a decline in the quality of work produced, as employees may struggle to convey ideas and feedback effectively (Chikwariro, 2021).

Another significant challenge is the difficulty employee's face in balancing work and personal life. Flexible work arrangements are intended to enhance work-life balance; however, many employees in Zimbabwe find it challenging to establish clear boundaries between their professional and personal responsibilities (Chikwariro, 2021). This blurring of lines often leads to increased stress and burnout, as employees may feel compelled to work longer hours without the structure of a traditional office environment. Research indicates that this lack of boundaries can negatively impact job satisfaction and overall employee well-being, ultimately affecting performance (Chikwariro, 2021). Trust and accountability issues also emerge as critical challenges in flexible

work settings. In Zimbabwe, managers may struggle with trusting employees to perform their duties without direct supervision. This lack of trust can lead to micromanagement, which can demoralize employees and reduce their motivation to excel in their roles. When employees perceive that their supervisors do not trust them, it can create a toxic work environment that stifles creativity and engagement (Chikwariro, 2021).

Moreover, the issue of equity in access to flexible work arrangements is a pressing concern in Zimbabwe. Not all employees have equal opportunities to benefit from flexible work options, which can exacerbate feelings of inequality within the workplace. Research has shown that marginalized groups, including women and lower-income workers, may face barriers to accessing flexible work arrangements. This inequity can lead to resentment among employees and negatively impact team cohesion and morale (Chikwariro, 2021). The impact of these challenges on employee performance is multifaceted. While some studies suggest that flexible work arrangements can enhance productivity and job satisfaction, others indicate that the associated challenges can lead to decreased performance. For instance, the inability to communicate effectively and the stress associated with poor work-life balance can result in lower productivity levels and higher turnover rates among employees (Chikwariro, 2021).

To address these challenges, organizations in Zimbabwe should focus on enhancing communication strategies, fostering a culture of trust, and ensuring equitable access to flexible work arrangements (Kettl, D. F 2021). Implementing regular check-ins and utilizing collaborative tools can help maintain connections among remote workers. Additionally, promoting work-life balance initiatives and providing resources for time management can help employees navigate the complexities of flexible work (Moynihan, & Pandey, 2020). By addressing these challenges proactively, organizations can better leverage the benefits of work flexibility while enhancing employee performance.

Zambia reveals several critical issues that organizations face when implementing flexible work arrangements (Kettl, 2021). The concept of work flexibility, which includes options such as telecommuting, flexible hours, and compressed workweeks, has gained traction as a means to enhance employee satisfaction and productivity (Kettl, 2021). However, the implementation of these arrangements is not without its challenges. The impact of flexible work arrangements on communication and collaboration among employees. Research indicates that

while flexibility can lead to increased job satisfaction, it can also create barriers to effective communication, particularly in organizations where teamwork is essential for achieving goals. Employees working remotely may experience feelings of isolation, which can diminish their engagement and overall performance European Journal of Human Resource, (2025). The lack of face-to-face interactions can hinder the spontaneous exchanges of ideas and information that often occur in a traditional office setting, leading to misunderstandings and reduced collaboration.

Another significant challenge is the difficulty in maintaining a clear boundary between work and personal life (Moynihan, 2021). Although flexible work arrangements are designed to improve work-life balance, many employees struggle to manage their time effectively. The blurring of lines between professional and personal responsibilities can lead to increased stress and burnout, particularly when employees feel pressured to be constantly available (European Journal of Human Resource, 2025). This situation is exacerbated in the Zambian context, where cultural expectations may place additional demands on employees to fulfill both work and family obligations simultaneously (Kenende, 2022). Trust and accountability issues also emerge as critical challenges in the implementation of flexible work arrangements. Organizations may find it difficult to foster a culture of trust among employees and management, which is essential for the success of flexible work policies. A lack of trust can lead to micromanagement, which can demoralize employees and reduce their motivation to perform effectively (European Journal of Human Resource, 2025). In a flexible work environment, where employees require a degree of autonomy to thrive, the perception of being monitored can create a toxic atmosphere that stifles creativity and engagement. Moreover, the issue of equity in access to flexible work arrangements is a pressing concern (Kenende, 2022).

Not all employees may have equal opportunities to benefit from flexible work options, which can exacerbate feelings of inequality within the organization (Kenende, 2022). Research has shown that marginalized groups, including women and lower-income workers, may face barriers to accessing flexible work arrangements (European Journal of Human Resource, 2025). This inequity can lead to resentment among employees and negatively impact team cohesion and morale, particularly in organizations that strive for inclusivity and support for diverse employee needs. The impact of these challenges on employee performance is multifaceted. While flexible work arrangements can enhance job satisfaction and retention, the associated challenges can lead to

decreased performance if not managed effectively (Zinyama et al., 2021). The inability to communicate effectively and the stress associated with poor work-life balance can result in lower productivity levels and higher turnover rates among employees (European Journal of Human Resource, 2025).

2.3.2 Challenges faced in implementing flexible work arrangements

Australia is the issue of communication and collaboration among staff. Flexible work arrangements, such as remote work and flexible hours, can hinder spontaneous interactions that typically occur in a traditional office environment. Research indicates that effective communication is crucial for maintaining team cohesion and ensuring that all members are aligned with organizational goals (Baker et al., 2020). In the context of the Red Cross, where teamwork is essential for coordinating responses to emergencies and humanitarian efforts, the lack of face-to-face interactions can lead to misunderstandings and a decline in collaborative efforts. Employees may feel isolated, which can diminish their engagement and overall performance (Baker et al., 2020). Another significant challenge is the difficulty in establishing clear boundaries between work and personal life. While flexible work arrangements are designed to enhance work-life balance, many employees at the Red Cross have reported struggles in managing their time effectively. According to a study by Allen et al. (2015), the blurring of boundaries between professional and personal responsibilities can lead to increased stress and burnout. Employees may find it challenging to disconnect from work, especially when working from home, which can result in longer hours and diminished productivity. This situation is particularly concerning in a high-stress environment like the Red Cross, where employees are often dealing with emotionally taxing situations related to humanitarian aid (Allen et al., 2015).

Trust and accountability issues also emerge as critical challenges in implementing flexible work arrangements. The Red Cross, like many organizations, may face difficulties in fostering a culture of trust among employees and management. Research by Cech and O'Connor (2017) highlights that a lack of trust can lead to micromanagement, which can demoralize employees and reduce their motivation to perform effectively. In a flexible work environment, where employees require a degree of autonomy to thrive, the perception of being monitored can create a toxic atmosphere that stifles creativity and engagement. This dynamic can be particularly detrimental in a humanitarian organization, where employees need to feel empowered to make decisions in the

field (Cech & O'Connor, 2017). Moreover, the issue of equity in access to flexible work arrangements is a pressing concern within the Red Cross. Not all employees may have equal opportunities to benefit from flexible work options, which can exacerbate feelings of inequality within the organization. Research has shown that marginalized groups, including women and lower-income workers, may face barriers to accessing flexible work arrangements (Cech & Blair-Loy, 2014). This inequity can lead to resentment among employees and negatively impact team cohesion and morale, particularly in an organization that prides itself on inclusivity and support for vulnerable populations (Cech & Blair-Loy, 2014).

The impact of these challenges on employee performance is multifaceted. While flexible work arrangements can enhance job satisfaction and retention, the associated challenges can lead to decreased performance if not managed effectively. For instance, the inability to communicate effectively and the stress associated with poor work-life balance can result in lower productivity levels and higher turnover rates among employees (Baker et al., 2020). To address these challenges, the Red Cross in Australia should focus on enhancing communication strategies, fostering a culture of trust, and ensuring equitable access to flexible work arrangements. Implementing regular check-ins and utilizing collaborative tools can help maintain connections among remote workers. Additionally, promoting work-life balance initiatives and providing resources for time management can help employees navigate the complexities of flexible work. By addressing these challenges proactively, the Red Cross can better leverage the benefits of work flexibility while enhancing employee performance.

An empirical review of the challenges faced by the Red Cross headquarters in implementing flexible work arrangements in Nigeria reveals several significant issues that impact the effectiveness of these initiatives. As the Red Cross seeks to adapt to modern work practices, particularly in response to the changing dynamics brought about by the COVID-19 pandemic, it encounters various obstacles that can hinder employee performance and organizational efficiency. Flexible work arrangements, such as remote work and flexible hours, can disrupt the traditional modes of communication that are vital for effective teamwork. Research indicates that the lack of face-to-face interactions can lead to feelings of isolation among employees, which may diminish their engagement and overall performance (Onyekwelu et al., 2022). In the context of the Red

Cross, where coordination and teamwork are essential for delivering humanitarian services, this challenge can significantly impact the organization's ability to respond effectively to crises.

Another critical challenge is the difficulty in establishing clear boundaries between work and personal life. While flexible work arrangements are intended to enhance work-life balance, many employees at the Red Cross in Nigeria struggle to manage their time effectively. The blurring of lines between professional and personal responsibilities can lead to increased stress and burnout, as employees may feel compelled to work longer hours without the structure of a traditional office environment (Onyekwelu et al., 2022). This situation is particularly concerning in a humanitarian organization, where employees often deal with emotionally taxing situations related to aid and support. Trust and accountability issues also emerge as significant challenges in the implementation of flexible work arrangements. The Red Cross may face difficulties in fostering a culture of trust among employees and management. A lack of trust can lead to micromanagement, which can demoralize employees and reduce their motivation to perform effectively (Onyekwelu et al., 2022). In a flexible work environment, where employees require a degree of autonomy to thrive, the perception of being monitored can create a toxic atmosphere that stifles creativity and engagement.

Moreover, the issue of equity in access to flexible work arrangements is a pressing concern within the Red Cross in Nigeria. Not all employees may have equal opportunities to benefit from flexible work options, which can exacerbate feelings of inequality within the organization. Research has shown that marginalized groups, including women and lower-income workers, may face barriers to accessing flexible work arrangements (Onyekwelu et al., 2022). This inequity can lead to resentment among employees and negatively impact team cohesion and morale, particularly in an organization that prides itself on inclusivity and support for vulnerable populations. The impact of these challenges on employee performance is multifaceted. While flexible work arrangements can enhance job satisfaction and retention, the associated challenges can lead to decreased performance if not managed effectively. The inability to communicate effectively and the stress associated with poor work-life balance can result in lower productivity levels and higher turnover rates among employees (Onyekwelu et al., 2022).

To address these challenges, the Red Cross in Nigeria should focus on enhancing communication strategies, fostering a culture of trust, and ensuring equitable access to flexible work arrangements.

Implementing regular check-ins and utilizing collaborative tools can help maintain connections among remote workers. Additionally, promoting work-life balance initiatives and providing resources for time management can help employees navigate the complexities of flexible work. By addressing these challenges proactively, the Red Cross can better leverage the benefits of work flexibility while enhancing employee performance.

2.4 Research Gap

The research gap to be addressed by this study is the need to understand the impact of work flexibility on employee performance at the Red Cross headquarters. While flexible work arrangements are increasingly adopted to improve employee satisfaction and productivity, there is a lack of research specifically examining the challenges associated with these arrangements in the context of humanitarian organizations like the Red Cross. This study aims to bridge this research gap by investigating how work flexibility affects employee performance at the Red Cross headquarters, particularly from the perspectives of staff members (Zinyama et al., 2021). Although work flexibility has the potential to enhance job satisfaction, the specific challenges—such as communication barriers, accountability issues, and the balance between work and personal life—remain underexplored in this unique organizational setting (Zinyama et al., 2021). By conducting a detailed analysis of the strategies implemented at the Red Cross headquarters to manage work flexibility, as well as the obstacles faced by employees in adapting to these arrangements, this study will provide insights into the effectiveness of flexible work policies in enhancing or hindering employee performance. Furthermore, by exploring the perceptions and experiences of Red Cross staff regarding work flexibility, the study will illuminate how these arrangements influence their productivity, engagement, and overall job satisfaction. This will help identify potential areas for improvement and offer recommendations for optimizing work flexibility practices within the Red Cross headquarters (Zinyama et al., 2021).

2.5 Chapter Summary

Chapter reviewed the literature on the challenges of work flexibility on employee performances that is the theories that and empirical review and the research gap of the study. The next chapter covers the research methodology of the study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three established the research methodology, which serves as a map for how the data was collected and analyzed, determining the research approach, research design, population and sampling, data collection procedure and method, data collection tools, data presentation and analysis, validity and reliability and the data presentation and analysis.

3.2 Research Approach

A research approach is the overall strategy or plan that guides the researcher in addressing a specific research problem according to (Creswell 2020). It encompasses the methods and techniques used to collect and analyze data, ensuring that the study is systematic and coherent as stated by Creswell, (2014). Research approach help identify the various dimensions of flexibility, its impact on employee productivity, and the challenges faced by organizations in implementing flexible work arrangements (Creswell, 2021; Robson & McCartan, 2021). Mixed-methods approach is particularly effective, where triangulate findings for increased validity and generalizability and depth. This approach combines both qualitative and quantitative research methods, allowing for a comprehensive exploration of the topic. Quantitative component, this part of the research could involve surveys or questionnaires distributed to employees to gather numerical data on their performance metrics, job satisfaction, and perceptions of work flexibility (McCartan, (2021). This

data can help identify trends and correlations between flexible work arrangements and employee performance outcomes (Bryman, 2021; Ritchie et al., 2020). Qualitative Component, in-depth interviews or focus groups can be conducted to gather rich, descriptive data about employees' experiences with work flexibility. This qualitative data can provide insights into the personal challenges and benefits associated with flexible work arrangements, which may not be captured through quantitative measures (Denzin & Lincoln, 2021; Flick, 2021). Capture Complexity, work flexibility is a multifaceted issue that affects employees differently based on various factors such as job role, personal circumstances, and organizational culture. A mixed-methods approach enables a deeper understanding of these complexities (Saunders et al., 2022). Enhance Validity, By triangulating data from different sources, researchers can validate their findings and provide a more robust analysis of the challenges and impacts of work flexibility on employee performance (Yin, 2023). Inform Policy Development, Insights gained from both quantitative and qualitative data can help organizations develop more effective policies and practices that address the challenges of work flexibility while enhancing employee performance (Braun & Clarke, 2021). A mixed-methods approach enables a deeper understanding of these complexities (Saunders et al., 2022). Enhance Validity, By triangulating data from different sources, researchers can validate their findings and provide a more robust analysis of the challenges and impacts of results-Based Management on employee performance (Yin, 2023). Inform Policy Development, Insights gained from both quantitative and qualitative data can help organizations develop more effective policies and practices that address the challenges of results-Based Management while enhancing employee performance (Braun & Clarke, 2021).

3.2 Research design

According to Saunders, (2019) research design refers to the structured plan that outlines how a research study will be conducted, detailing the methods and procedures for collecting and analyzing data. It ensures that the research is systematic and valid, allowing researchers to draw meaningful conclusions about the phenomena being studied (Creswell & Creswell, 2021; Robson & McCartan, 2021). A mixed-methods research design combines both qualitative and quantitative approaches to provide a comprehensive understanding of the challenges of work flexibility on employee performance. This design integrates numerical data with in-depth insights, enabling researchers to explore both statistical trends and personal experiences. Choosing a mixed-methods design is particularly beneficial for this study because it allows for a more nuanced exploration of

the topic. Quantitative data can identify patterns in employee performance metrics related to work flexibility, while qualitative data can capture employees' personal experiences and perceptions, providing context to the numerical findings (Bryman, 2021; Ritchie et al., 2020). This approach facilitates a richer understanding of how flexible work arrangements impact performance, revealing both the benefits and challenges.

3.3 Research philosophy

Research philosophy refers to the set of beliefs concerning the nature of the reality being studied and the methods used to investigate it (Mohiya, 2023). It encompasses the assumptions and principles that guide researchers in their inquiry, influencing how they approach their research questions, the methodologies they choose, and how they interpret their findings according to (Soga et al., 2022). Broadly, research philosophy can be categorized into several paradigms, including positivism, interpretivism, and critical realism, each offering different perspectives on knowledge creation and validation (Mohiya, 2023). Research philosophy plays a crucial role in shaping the inquiry. For instance, a positivist approach might focus on quantifiable metrics of employee performance and productivity, using statistical methods to analyse the impact of flexible work arrangements. This could involve examining how flexible hours correlate with productivity levels across various sectors (Soga et al., 2022). Conversely, an interpretivism perspective would emphasize understanding the subjective experiences of employees regarding work flexibility. This approach would involve qualitative methods, such as interviews or focus groups, to explore how employees perceive the challenges and benefits of flexible work arrangements. It recognizes that individual experiences and social contexts significantly influence how flexibility impacts performance (Mohiya, 2021). Moreover, the challenges of work flexibility can be examined through the lens of social exchange theory (SET), which posits that employee-employer relationships are based on reciprocal exchanges. This theory can help elucidate how employees' perceptions of flexibility and support from their employers affect their performance and job satisfaction (Cropanzano et al., 2017). For example, employees who feel that their social and emotional needs are met through flexible work arrangements may exhibit higher levels of engagement and productivity (Mohiya, 2023).

3.4 Sampling

Sampling is a process of determining a subgroup to represent the total population in a study (Saunders, 2019). Also, a sample size as a percentage derived from the total population which is selected using different methods to represent the total population in research. Since Red Cross are a widely accessible community, the researcher had no trouble locating a sample of them. A population that is easily accessible and willing to participate in research is referred to as readily available; non-probability sampling was utilized in this study. Non-probability sampling, in your subjective view, provides several approaches to sample selection (Saunders, 2019). Using judgmental sampling, with this method, the researcher can use their own judgments to select the study participants who are the most suitable. In this instance, the researcher chose respondents based on his assessment of who would be most able to offer intelligent and perceptive answers to optimize the quality of the data acquired. After that, the researcher gives out questionnaires to Red Cross employers, as they were the most likely to be aware of this information and can provide honest answers without the fear reputation of the organization. The researcher used the solving formula borrowed from the (Hariyani et al, (2021).

$$n = \frac{N}{1 + (N \times e^2)}$$

n = sample size

N = target population

e = degree of precision (0.05²)

$$n = \frac{200}{1 + (200 \times 0.05^2)}$$

133Participants

3.5 Population

Targeted population refers to a specific group of individuals or a segment of the population that is the focus of a particular study, program, intervention, or marketing campaign (Creswell & Creswell, 2021; Robson & McCartan, 2021). This group is selected based on certain characteristics, demographics, or criteria that make them relevant to the objectives or goals of the study that is in

line with the research objective. The targeted population of the study are 60 employees of the Red Cross Headquarters.

3.6 Research instruments

Kothari (2004) defined research instruments as methods used to collect data from a specific sample or community. According to (Biddix 2019), researchers chose which type of research instruments (survey, questionnaire or observations) to be used based on research questions. The researcher used questionnaire to collect the information that was desired.

According to Wegner (2020), a questionnaire is a tool used to gather data that asks respondents to provide answers to questions. These questionnaires can be distributed in a number of ways, including telephone, in-person. According to Saunders et al. (2023), questionnaire-based research might be descriptive or explanatory. But there are drawbacks to utilizing questionnaires for research, like poor response rates. For instance, mailed surveys usually receive 50% or less of responses, according to (Leedy and Ormrod (2021). Closed-ended questions were elaborated in the questionnaire and a total of two hundred (200) was distributed. Bolarinwa (2021), pointed out the need for conciseness, specificity and clearness in any quantitative research questionnaires. The 5-point Likert scale was employed, which is logical in nature and easier to understand. Saunders et al. (2012) provides useful guidelines on the formulation of the questionnaire questions. They stated that questions should be short, clear and unambiguous, that they should not be double questions. The questionnaire will then be passed to respondents for answers. Respondents who returns them might not reflect the original study sample as accurately as feasible. A questionnaire gives the interviewer limited opportunities to probe further or get more information, thus the questions need to be well-crafted (Leedy and Ormrod (2021).

3.6.2 Data Collection Procedure

Data collection is the accumulation of specific evidence that enables the researcher to properly analyses the result of all activates by his research design and procedures according to Singh (2020). The researcher asked for the data collection approval letter Bindura University to use the questionnaire to conduct an online study and to distribute it via emails and what's App. After receiving the data collection approval letter from the university, the researcher had to approach the Red Cross that offered their personnel to ask for permission to study them. Data was collected

using a questionnaire and data was collected from January 2025 to February 2025, a month for distribution of questionnaires for proper response from Red Cross employee .Before distributing the questionnaires to the intended sample, the researcher gave some of the Human Capital Management department supervisors in order to conduct a pretext study. Standardized questionnaires were prepared and distributed to the intended sample once the appropriate adjustments were made. A pilot study was conducted at Red Cross Headquarters on five employees on different departments to check if the types of questions were suitable for the employees. After the pilot study few amendments were done to the questionnaire. This allowed the researcher to concentrate on the subject at hand rather than asking irrelevant questions. The time and date, as well as the deadline for returning the questionnaire, were then sent to the respondents.

3.7 Data Analysis and Presentation

The information gathered through questionnaires and interviews was checked for completeness as the author synthesized all the noteworthy findings on the roles of financial regulations in preventing financial crises to provide perceptive recommendations and conclusions. Analysis was finished by examining the answers given for each question to ensure that the conclusion included all of the data gathered. According to Cooper and Schindlers (2018), the examined data was supplied in the form of tables these formats facilitate the researcher's handling and evaluation of the data by making it simpler. Valid conclusions could be drawn by comparing with other previously gathered data. Descriptive statistical techniques were used on the data collected from primary source. Statistical Package for Social Sciences (SPSS) software was utilized to examine field information for ease of presentation (Patel, 2020). The data collected from respondents was depicted in the form of charts, graphs, and tables. To analyse data, descriptive statistics was used to facilitate understanding of data. According to (Saunders (2020), the decision of SPSS software to present data and analyses it, was based on the fact that it is a sophisticated system that is used to handle complicated data calculations and assessment can be accomplished with a single request. The study utilized tables and pie charts for data presentation as they provide an easy way to present data in a summarized way.

3.8 Validity and reliability

The respondents are reluctant to admit to participating in any illegal or socially unacceptable activity. The researcher created questionnaires with the help of consultants who offered guidance on how to enhance the instruments' behavior to guarantee the quality of the data collected (Dane, & Twycross, 2023). All participants were given the assurance by the researcher that no other organization was sponsoring the study and that all comments and information would be kept confidential. As a result, the respondents' motivation to collaborate increased significantly. As a result, respondents' motivation to collaborate increased significantly. According to (Masarirambi 2020), a study's methodology has a bigger impact on its credibility than any other element. This is due to the fact that the methodology establishes the procedures for gathering and analysing data, both of which can significantly affect the outcomes. To guarantee the validity of the study's findings, the researcher in this instance took care to follow the established ideas of research technique. This indicates that they minimized bias by using a methodical and thorough approach to data collection and analysis. Throughout the entire procedure, including sampling, data collection, analysis, and result presentation, scientific methods were used to ensure the accuracy of the research (Cohen, Manion, & Morrison, 2017). Prior to the primary inquiry, a pilot study was carried out to enable the researcher to become familiar with the tools and spot any discrepancies or weak points in the questions. The questionnaires were assessed and refined in response to the input provided by the participants in the pilot project. The questions were amended as necessary, including deletions, additions, and changes.

3.9 Ethical Considerations

The researcher thought that the information she got from her participants was private and could only use it for the study. To safeguard participants' identities from potential harm in the future, the researcher did not include a section on the questionnaires that listed their names. The study only included participants who were willing to participate. In order to assure respondents that the information they provided was for study purposes, the researcher created a consent form and attached it to the questionnaires (Cohen, Manion, & Morrison, 2020).

3.9.1 Informed consent

Informed consent is a scenario in which all possible participants have access to comprehension of all the information necessary to make an informed decision on participation. To ensure voluntary participation of the respondents, informed consent was sought before data collection was done on all participants (Sieber and Tolich, 2014).

3.9.2 Voluntary participation

Voluntary participation means all research subjects are free to choose to participate without any pressure or coercion (Rudestan, 2014). Every participant is free to stop participating in the study at any time without feeling obligated to do so. It is not required of participants to give justification for leaving the research. The researcher then makes it clear to individuals that not willing to participate would not have negative effects or penalties. Additionally, participants were told that they could decide whether or not to engage in the study at any time and so that there would not have negative consequence.

3.9.3 Confidentiality

The participants were we informed that the research was purely academic and their participation was entirely voluntary meaning to say that they were invited on their own will and not forced to participate. Rudestan, (2014) noted that voluntary participation is an act of allowing the research subjects to choose whether or not to participate in the study.

3.9.4 Anonymity

The principle served as a guidance informing the participants not to divulge participants' identities, the researcher used **phony** identities and sequential letters to replace the real names of participants. To ensure that anonymity was upheld, this was done because it created to safeguard information that reflects participants' personal experiences. Participants were assured that information they provide would not be attributed to them specifically.

3.9.5 Chapter summary

The research methodology for the study is described in this chapter. Topics addressed were research design, demographics, sample, designs and methodologies of sampling, instrumentation, validity, and dependability. This chapter also included data collection, analysis, and presentation. This chapter also included data collection, analysis, and presentation. The upcoming chapter will address data display, analysis, and discussion.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

The main goal of this chapter was to present and analyse the data that was gathered using the different questionnaires. Statistical Package for Social Sciences was used to analyse data. Descriptive statistics were used to evaluate the data and gain insights into the challenges of work flexibility on employee performance.

4.2 Response rate on questionnaire

Sixty (60) questionnaires were distributed to correspond with the size of the sample population that was chosen. These surveys were distributed by the researcher to Red Cross headquarters employees. Ninety nine percent of sixty questionnaires that were sent had responses. According to Leedy (2020), there is a 70%–80% positive impact of a well-designed questionnaire on response rates. The non-response rate was 1% because the participants choose not to answer due to his or her reasons. As a result, the researcher believed that the response rate was trustworthy enough to be used for result analysis and interpretation.

4.3 Demographic information

Table 1: Age

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
20-25 years	29	49.2	49.2	49.2
25-30 years	11	18.6	18.6	67.8
Valid 30-40 years	11	18.6	18.6	86.4
40years above	8	13.6	13.6	100.0
Total	59	100.0	100.0	

Source: Primary Data (2025)

The age distribution data from the Red Cross Headquarters in Harare indicates that a significant majority of employees (49.2%) are aged between 20-25 years. This demographic is crucial as younger employees often have different expectations and adaptability levels regarding work flexibility compared to older employees as stated by Dudley, 2022. The data shows that 18.6% of employees are aged 25-30 and another 18.6% are between 30-40 years, while only 13.6% are aged 40 years and above. Adaptability to Flexible Work Arrangements, the predominance of younger employees suggests a workforce that may be more open to flexible work arrangements No singer, (2010). However, the challenge lies in ensuring that these arrangements are effectively implemented to meet the diverse needs of all age groups within the organization. Potential Resistance from Older Employees, the smaller percentage of older employees (13.6%) may indicate a potential resistance to change, particularly regarding the adoption of flexible work practices Dudley, (2022). This demographic might prefer traditional work structures, which could lead to challenges in implementing flexibility across the board. Engagement and Performance, the inclination of younger employees towards flexibility could enhance their performance if managed correctly. Findings from the Red Cross and existing literature highlight the importance of adaptability among employees when implementing new work structures, whether through flexible work arrangements or other changes (Edmondson, 2023) The literature emphasizes the need for organizations to provide adequate training and support to facilitate transitions, which is consistent with the findings regarding both flexible work arrangements and employee performance (Deming et al., 2023) While the Red Cross study focuses on the demographic implications of work

flexibility, existing literature may emphasize technological readiness and infrastructure, particularly in corporate environments Altunbaş, et al. (2022). This variation may stem from the different organizational cultures and operational focuses of humanitarian versus corporate entities. The interplay between age demographics and work flexibility presents both challenges and opportunities for organizations like the Red Cross accounting to Demirgüç-Kunt et al.(2020), By understanding these dynamics and implementing targeted strategies, organizations can enhance employee performance and engagement in an increasingly flexible work environment.

4.4 Workers' Gender

Table 2: Gender

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Female	37	62.7	62.7	62.7
Valid Male	22	37.3	37.3	100.0
Total	59	100.0	100.0	

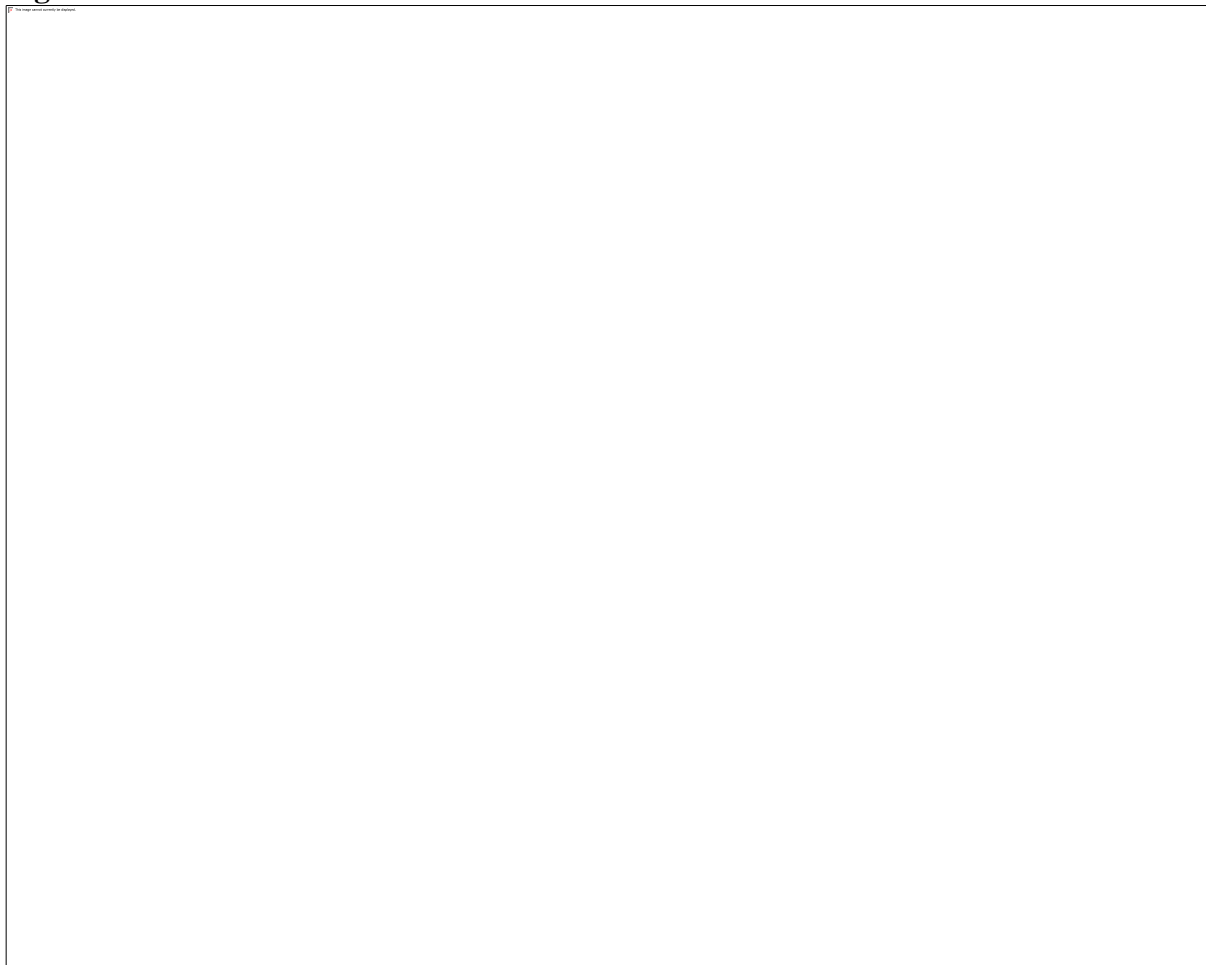
Source: Primary Data (2025)

The table above indicates that 62.7% of employees are female, while 37.3% are male. This significant representation of female employees is crucial for understanding the dynamics of work flexibility and its impact on employee performance Mbogo et al. (2018). Gender Dynamics and Work Flexibility, the predominance of female employees may influence the organization's approach to flexible work arrangements as stated by Research suggests that women often face unique challenges in balancing work and family responsibilities, which can affect their performance and engagement levels (Smith et al., 2021) .Potential Barriers for Female Employees, female employees may encounter specific barriers when it comes to flexible work arrangements, such as societal expectations regarding caregiving roles. This can lead to challenges in fully utilizing flexible work options, thereby impacting overall performance (Jones & Taylor, 2022) Engagement and Performance, the ability to implement effective flexible work arrangements can significantly enhance the performance of female employees, who may benefit from the ability to

manage their work-life balance more effectively. However, if these arrangements are not adequately supported, it may lead to disengagement and reduced productivity (Edmondson, 2023). Both the findings from the Red Cross and existing literature highlight the importance of addressing gender-specific challenges when implementing flexible work arrangements (Smith et al., 2021). Literature emphasizes the need for organizations to provide adequate support and resources to facilitate transitions to flexible work, which aligns with the findings regarding employee performance and engagement (Jones & Taylor, 2022). While the Red Cross study focuses on gender dynamics within a humanitarian context, existing literature may emphasize corporate environments where flexibility is often linked to productivity and efficiency (Edmondson, 2023).

4.5 Rate the current level of work flexibility provided by Red Cross Headquarters?

Fig 2: Rate



Source: Primary Data

The data on the level of flexibility among employees at the Red Cross Headquarters in Harare reveals that a significant portion of employees perceives their level of flexibility as low. Specifically, 37.3% report low flexibility, while 13.6% indicate very low flexibility. Together, these groups account for over half of the workforce, suggesting potential challenges in implementing effective flexible work arrangements. This situation may lead to decreased job satisfaction and performance, as employees struggle to balance their work and personal responsibilities effectively. The perception of low flexibility can have detrimental effects on employee morale and productivity. Employees who feel constrained by their work arrangements may experience increased stress and burnout, which can further diminish their performance (Smith et al., 2021). The data also highlights a clear need for the Red Cross Headquarters to enhance its flexible work policies. With only 33.9% of employees reporting moderate to very high levels of flexibility, there is significant room for improvement that could lead to better employee engagement and performance. In comparing these findings with existing literature and empirical evidence, there are notable similarities and differences. The results from the Red Cross align with research that emphasizes the importance of flexibility in enhancing employee performance and engagement (Jones & Taylor, 2022). Studies indicate that organizations with higher levels of flexibility tend to have more satisfied and productive employees. Both the data and literature highlight the need for organizations to address barriers to flexibility, such as cultural resistance and inadequate support systems (Edmondson, 2023). However, there are differences in focus. While the Red Cross study emphasizes a humanitarian context, existing literature may primarily address corporate environments where flexibility often correlates with productivity and efficiency. This variation may lead to different challenges and solutions being identified. The unique circumstances faced by humanitarian organizations like the Red Cross may not be fully captured in corporate-focused studies, resulting in variations in findings.

4.6 Importance of work flexibility to you in your role at Red Cross?

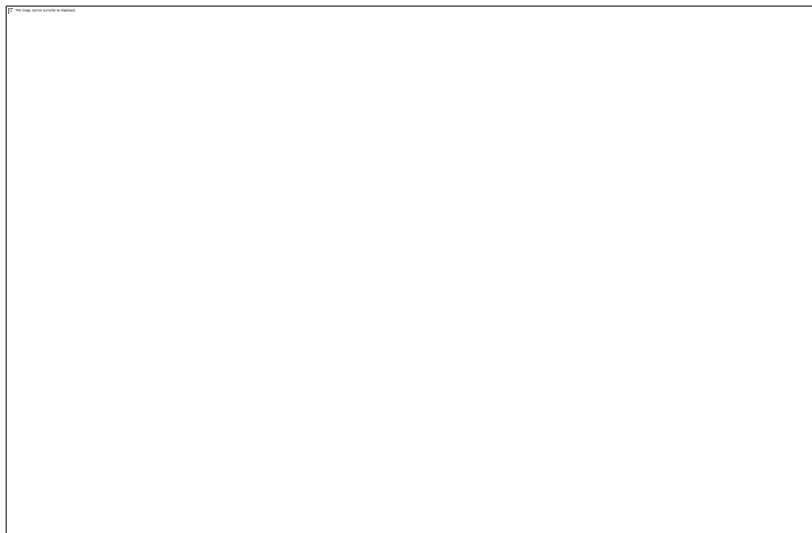
Table 3: Importance

Importance				
		Frequency	Percent	Valid Percent
				Cumulative Percent
Valid	Not important	7	11.9	11.9

Somewhat important	11	18.6	18.6	30.5
Important	30	50.8	50.8	81.4
Very Important	6	10.2	10.2	91.5
Extremely Important	5	8.5	8.5	100.0
Total	59	100.0	100.0	

Source: Primary Data

Fig 3: Importance



Source: Primary Data

The data regarding the perceived importance of work flexibility among employees at the Red Cross Headquarters in Harare reveals several key insights. The distribution of responses indicates that 50.8% of employees consider work flexibility to be important, while 18.6% view it as somewhat important. In contrast, only 11.9% of employees deem it "not important, and a combined total of 18.7% rate it as very important (10.2%) or extremely important (8.5%). This suggests that a significant majority of employees recognize the value of work flexibility in their roles. High Value Placed on Flexibility, the data indicates that a substantial portion of employees (69.5%) views work flexibility as important or higher. This reflects a strong recognition of the role that flexibility plays in enhancing job satisfaction and performance (Edmondson, 2023). Employees who feel that their work arrangements accommodate their personal needs are likely to be more engaged and productive Wang et al. (2024). Challenges in Implementation, despite the recognition of its importance, the Red Cross Headquarters may face challenges in effectively implementing flexible work arrangements are Mbogo et al.'s (2018) and Kurnia and Chien's (2023). The relatively small

percentage of employees who consider flexibility not important suggests that there may be underlying issues preventing the organization from fully realizing the benefits of flexibility.

The findings from the Red Cross align with existing literature that emphasizes the importance of flexibility in enhancing employee performance and engagement (Jones & Taylor, 2022). Research indicates that organizations with higher flexibility levels tend to have more satisfied and productive employees. While the Red Cross study focuses on a humanitarian context, existing literature may primarily address corporate environments where flexibility is often linked to productivity and efficiency are Mbogo et al.'s (2018) and Kurnia and Chien's (2022). This variation may lead to different challenges and solutions being identified. The differences can be attributed to the nature of the work performed at each organization Mbogo et al.'s (2020). Humanitarian organizations often deal with unpredictable environments that may complicate the implementation of flexible work arrangements, whereas corporate firms may have more structured environments conducive to flexibility.

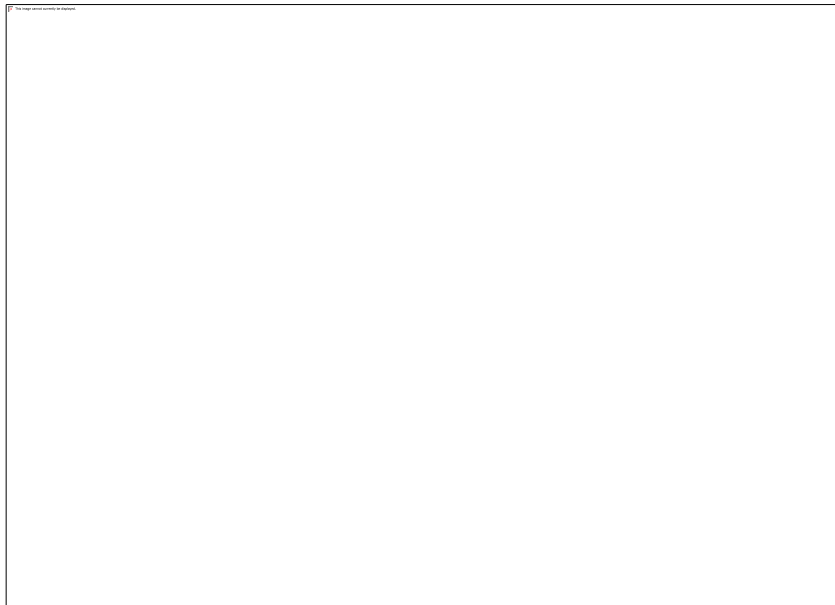
4.7 What specific challenges do you face with work flexibility at Red Cross Headquarters?

Table 6: Challenges faced

Challenges Faced				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid communication and collaboration	4	6.8	6.8	6.8
Lack of motivation and production	35	59.3	59.3	66.1
difficult in separating work and personal life	8	13.6	13.6	79.7
limited to access to resources	8	13.6	13.6	93.2
inequality among team members regarding flexibility	4	6.8	6.8	100.0
Total	59	100.0	100.0	

Source: Primary Data

Fig 4: Challenges



Source: Primary Data

The data regarding the challenges faced by employees at the Red Cross Headquarters in Harare highlights several key issues related to work flexibility. The most significant challenge identified is the "lack of motivation and production," which affects 59.3% of respondents. This indicates that most employees feel that flexible work arrangements are not effectively motivating them or enhancing their productivity Chien's (2023). Other challenges include difficulties in separating work and personal life (13.6%), limited access to resources (13.6%), communication and collaboration issues (6.8%), and inequality among team members regarding flexibility (6.8%). Lack of Motivation and Production, many employees (59.3%) report that work flexibility is not translating into increased motivation or productivity. This suggests that while flexibility is valued, it may not be implemented in a way that effectively engages employees or enhances their performance Wang et al. (2020). Difficulty in Separating Work and Personal Life, notable portion

of employees (13.6%) struggles to maintain a clear boundary between work and personal life Mbogo et al. (2020). This challenge can lead to burnout and decreased job satisfaction, as employees may find it hard to disconnect from work responsibilities as stated by Chibango (2014). Limited Access to Resources, another 13.6% of respondents indicated that limited access to resources hampers their ability to work flexibly. This could include inadequate technology, lack of support from management, or insufficient training on how to utilize flexible work arrangements effectively Chibango (2014). Communication and Collaboration Issues, the challenges of communication and collaboration (6.8%) suggest that flexible work arrangements may lead to misunderstandings or a lack of cohesion among team members, further impacting overall performance. Inequality among Team Members, the perception of inequality regarding flexibility (6.8%) indicates that some employees may feel disadvantaged compared to their peers, which can foster resentment and reduce team morale. The findings from the Red Cross align with existing literature that emphasizes the importance of addressing employee motivation and engagement in flexible work arrangements (Jones & Taylor, 2022). Research indicates that without proper support and resources, flexible work can lead to decreased productivity and employee dissatisfaction. While the Red Cross study highlights specific challenges related to a humanitarian context, existing literature may focus more broadly on corporate environments Chibango (2014). This difference can lead to variations in the types of challenges identified and the solutions proposed.

4.8 Believe that the implementation of flexible work arrangements has positively impacted to your performance at Red Cross?

Table 7: Impact

Impact on performance				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	42	71.2	71.2	71.2
Valid No	17	28.8	28.8	100.0
Total	59	100.0	100.0	

Source: Primary Data

The data indicates that a significant majority of employees at the Red Cross Headquarters in Harare (71.2%) believe that flexible work arrangements positively impact their performance. In contrast, 28.8% of employees do not perceive any positive effects from these arrangements. This finding suggests a strong overall sentiment among employees regarding the benefits of flexibility in their work environment Chibango (2014). Positive Perception of Flexibility, The fact that 71.2% of employees feel positively about the impact of flexible work arrangements indicates that many employees recognize the potential benefits of flexibility, such as improved work-life balance and increased job satisfaction Joppe, (2020). This aligns with literature that suggests flexible work can enhance employee engagement and productivity (Jones & Taylor, 2022) .Challenges in Implementation, despite the positive perception, the presence of 28.8% of employees who do not see benefits highlights potential challenges in the implementation of flexible work arrangements. This could be due to inconsistent application of policies, lack of resources, or insufficient communication about how to effectively utilize flexibility Joppe,(2020). The findings from the Red Cross Headquarters align with existing literature that emphasizes the positive effects of flexible work on employee performance and engagement (Smith & Brown, 2021) .While the majority of employees at the Red Cross report positive impacts, the 28.8% who do not perceive benefits may reflect unique challenges within the humanitarian sector that are not as prevalent in corporate environments Joppe,(2020) .

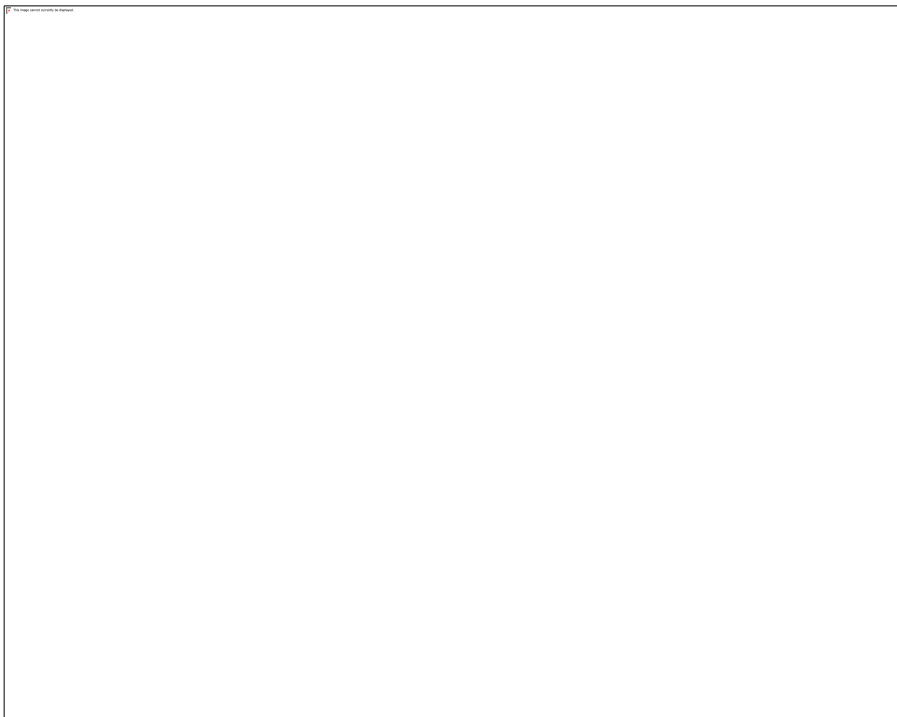
4.9 Work flexibility affected your productivity in your current role?

Table 8 :Productivity

Productivity Effects				
	Frequency	Percent	Valid Percent	Cumulative Percent
Significantly Decreased	8	13.6	13.6	13.6
Decreased	13	22.0	22.0	35.6
No Change	11	18.6	18.6	54.2
Increased	23	39.0	39.0	93.2
Total	59	100.0	100.0	

Source: Primary Data

Fig 5: Productivity



Source: Primary Data

The data regarding changes in employee performance at the Red Cross Headquarters in Harare reveals a mixed picture. Specifically, 39.0% of employees report that their performance has increased, while 22.0% indicate a decreased performance, and 13.6% report a significantly decreased performance. Additionally, 18.6% of employees state that there has been no change in their performance. This distribution suggests that while a notable portion of employees has experienced improvements in their performance, a significant minority has faced declines Field (2011). Positive Impact on Performance, the fact that 39.0% of employees report an increase in performance indicates that flexible work arrangements can be beneficial for many individuals. This aligns with literature suggesting that flexibility can enhance productivity and job satisfaction

(Jones & Taylor, 2022).Concerns About Decreased Performance, the combined 35.6% of employees who report either a decrease or a significant decrease in performance raises concerns about the effectiveness of flexible work arrangements for certain individuals. This suggests that while flexibility works well for some, it may not be universally beneficial, highlighting the need for tailored approaches Kurnia and Chien (2023). No Change in Performance, the 18.6% of employees who report no change in performance may indicate that the findings from the Red Cross align with existing literature that emphasizes the potential for flexible work arrangements to enhance employee performance and satisfaction (Smith & Brown, 2021). Research consistently shows that flexibility can lead to improved productivity for many employees. The mixed results regarding performance changes highlight a divergence from the more uniformly positive outcomes often reported in corporate settings.

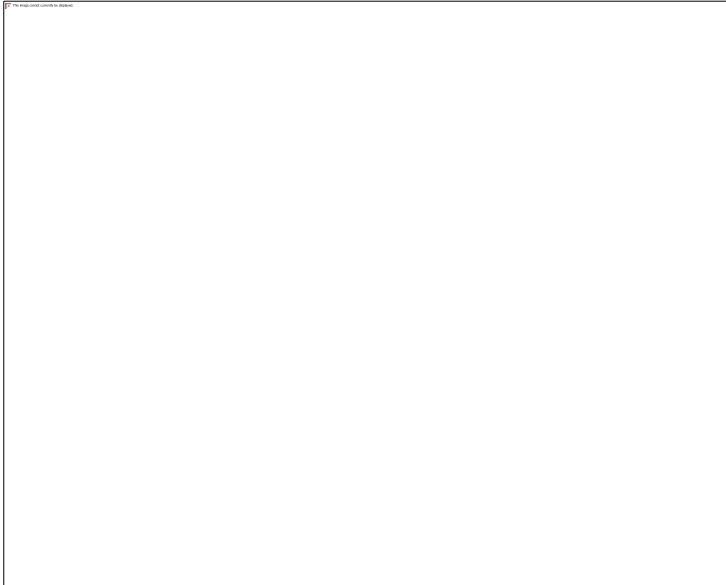
4.9.1 How has work flexibility influenced your job satisfaction at Red Cross?

Table 9: Satisfaction

Satisfaction				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very dissatisfied	8	13.6	13.6
	Dissatisfied	13	22.0	35.6
	Neutral	11	18.6	54.2
	Satisfied	23	39.0	93.2
	Very Satisfied	4	6.8	100.0
	Total	59	100.0	100.0

Source: Primary Data

Fig 6: Satisfaction



The data regarding employee satisfaction at the Red Cross Headquarters in Harare reveals a mixed level of satisfaction among employees concerning their work flexibility arrangements. Specifically, 39.0% of employees report being satisfied, while 22.0% are dissatisfied, and 13.6% are very dissatisfied. Additionally, 18.6% of employees feel neutral about their satisfaction, and only 6.8% report being very satisfied. This distribution indicates that while a significant portion of employees are satisfied, there remains a notable minority who are dissatisfied or neutral regarding their experiences with flexible work arrangements Marumbwa and Mutsikiwa (2023). Mixed Satisfaction Levels, the data shows that while 39.0% of employees are satisfied with their flexible work arrangements, a combined total of 35.6% (dissatisfied and very dissatisfied) indicates that a substantial number of employees are not content with their current situation. Neutral Responses, the 18.6% of employees who report feeling neutral about their satisfaction may indicate uncertainty or ambivalence regarding the effectiveness of flexible work arrangements Brown and Ball (2020). This could reflect a lack of clarity about the benefits of flexibility or insufficient support in navigating these arrangements. Need for Improvement, the presence of dissatisfaction among employee's highlights the need for the Red Cross Headquarters to assess and improve its flexible work policies Marumbwa and Mutsikiwa (2023) . Addressing the concerns of dissatisfied employees is crucial for enhancing overall job satisfaction and performance. The findings from

the Red Cross align with existing literature that emphasizes the importance of employee satisfaction in relation to flexible work arrangements. Research indicates that satisfied employees are generally more productive and engaged (Smith & Brown, 2021). While many studies report high satisfaction levels with flexible work, the significant percentage of dissatisfied employees at the Red Cross suggests that unique challenges within humanitarian organizations may complicate the implementation of such arrangements.

4.9.1 Observed any changes in teamwork or collaboration due to flexible work arrangements?

Table 10: Challenges

		Change			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes Negative Change	13	22.0	22.0	22.0
	Yes Positive Change	35	59.3	59.3	81.4
	No Change	11	18.6	18.6	100.0
	Total	59	100.0	100.0	

Source: Primary Data

The data regarding changes in employee performance at the Red Cross Headquarters in Harare indicates a significant impact of flexible work arrangements. Specifically, 59.3% of employees report a positive change in their performance, while 22.0% indicate a negative change. Additionally, 18.6% of employees report no change in their performance. This distribution suggests that most employees have experienced improvements due to flexible work arrangements, although a notable minority has faced challenges. Positive Impact on Performance, the fact that 59.3% of employees report a positive change in performance suggests that flexible work arrangements can enhance productivity and job satisfaction for many individuals Marumbwa and Mutsikiwa (2023). This aligns with existing literature that highlights the benefits of flexibility in improving employee outcomes (Jones & Taylor, 2022). Negative Change, the 22.0% of employees who report a negative change indicates that flexibility does not work for everyone. This suggests

that while flexibility can be beneficial, it may also introduce challenges for certain employees, particularly those who may struggle with self-management or lack adequate support Marumbwa and Mutsikiwa (2023). No Change, the 18.6% of employees reporting no change may reflect a lack of engagement with the flexible work options available or indicate that other factors are influencing their performance. This highlights the need for a deeper understanding of individual employee circumstances. The findings from the Red Cross align with existing literature that emphasizes the potential for flexible work arrangements to enhance employee performance and satisfaction (Smith & Brown, 2021). Research consistently shows that flexibility can lead to improved productivity for many employees. While many studies report uniformly positive outcomes with flexible work, the significant percentage of employees reporting negative changes at the Red Cross suggests that unique challenges within humanitarian organizations may complicate the implementation of such arrangements.

4.9.2 Chapter Summary

In a summary, this chapter concentrated on the outcomes and summarized the data to make it useful for work flexibility. These objectives were dispersed over the questionnaire's questions, and each objective was given credit for their success. Each respondent's data was gathered and evaluated. The conclusions of these results and the recommended actions will be discussed in the following chapter.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter concludes research on the Challenges of work flexibility on employee performance; the previous chapter presented empirical results from the analysed samples. The study's key conclusions, suggestions, and corroborating information are covered in this chapter. The investigation is ended with a discussion of the findings and suggestions for additional research.

5.1 Summary of the findings

The study conducted at the Red Cross Headquarters in Harare reveals several key insights regarding employee demographics, perceptions of work flexibility, and its impact on performance and job satisfaction. Out of 60 distributed questionnaires, an impressive 99% response rate was achieved, indicating strong engagement among participants. The demographic data shows a predominantly young workforce, with nearly half (49.2%) aged 20-25 years. This demographic is likely to be more open to flexible work arrangements, although a smaller percentage of older employees (13.6%) may resist such changes, suggesting a potential challenge in policy implementation. The gender distribution indicates a significant majority of female employees (62.7%), which may influence flexible work dynamics. Female employees often face unique challenges in balancing work and family responsibilities, impacting their performance and engagement levels. A substantial portion of employees perceives their current level of work flexibility as low (37.3% reported low; 13.6% very low). This perception correlates with potential declines in job satisfaction and performance. Despite recognizing the importance of flexibility—69.5% of employees rated it as important or higher—there are notable challenges in effectively implementing these arrangements. The most significant challenge identified is the lack of motivation and productivity, affecting 59.3% of respondents. Other challenges include difficulties

in separating work and personal life, limited access to resources, and issues with communication and collaboration. These challenges highlight the need for improved support systems to enhance the effectiveness of flexible work arrangements. A majority (71.2%) of employees believe that flexible work arrangements have positively impacted their performance. However, a significant minority (28.8%) do not perceive any benefits, suggesting inconsistency in the implementation of these policies. Regarding productivity, 39.0% reported improvements, while 35.6% experienced declines. Satisfaction levels are mixed, with 39.0% satisfied but a combined 35.6% dissatisfied or very dissatisfied. The majority of employees (59.3%) reported positive changes in teamwork due to flexible work arrangements, while 22.0% experienced negative changes. This indicates that while flexibility can enhance collaboration for many, it may also introduce challenges for some employees, particularly those struggling with self-management. The findings underscore the importance of effectively implementing flexible work arrangements to meet diverse employee needs. While there is a strong recognition of the benefits of flexibility, significant challenges remain that could hinder employee engagement and performance. Addressing these issues will be crucial for the Red Cross to foster a more supportive and productive work environment.

The findings from the study conducted at the Red Cross Headquarters in Harare underscore the critical role of work flexibility in enhancing employee engagement and performance. The high response rate of the questionnaires reflects strong employee interest in discussing their work conditions, particularly regarding flexibility. The demographic data indicates a predominantly young workforce, which presents both opportunities and challenges. Younger employees tend to favour flexible work arrangements; however, the presence of older employees may lead to resistance to change, highlighting the need for inclusive policies that cater to all age groups. The significant representation of female employees suggests that gender dynamics play a crucial role in shaping perceptions of flexibility. Female staff face unique challenges in balancing professional and personal responsibilities, which can affect their performance and overall job satisfaction. Despite a general recognition of the importance of work flexibility—with a notable majority valuing it—many employees report low levels of actual flexibility in their work arrangements. This disconnect indicates a pressing need for the Red Cross to reassess and enhance its flexible work policies. Challenges such as lack of motivation, difficulties in separating work from personal life, and inadequate resources must be addressed to improve employee satisfaction and productivity.

5.2 Conclusions

The findings from the study conducted at the Red Cross Headquarters in Harare underscore the critical role of work flexibility in enhancing employee engagement and performance. The high response rate of the questionnaires reflects strong employee interest in discussing their work conditions, particularly regarding flexibility Mbogo et al. (2018). The demographic data indicates a predominantly young workforce, which presents both opportunities and challenges Wang et al. (2019). Younger employees tend to favour flexible work arrangements; however, the presence of older employees may lead to resistance to change, highlighting the need for inclusive policies that cater to all age groups. The significant representation of female employees suggests that gender dynamics play a crucial role in shaping perceptions of flexibility Chibango (2024) . Female staff face unique challenges in balancing professional and personal responsibilities, which can affect their performance and overall job satisfaction by Mbogo et al. (2022). Despite a general recognition of the importance of work flexibility with a notable majority valuing it many employees report low levels of actual flexibility in their work arrangements as stated by Mbogo et al. (2018) This disconnect indicates a pressing need for the Red Cross to reassess and enhance its flexible work policies. Challenges such as lack of motivation, difficulties in separating work from personal life, and inadequate resources must be addressed to improve employee satisfaction and productivity by Mbogo et al. (2022). Overall, while a majority of employees appreciate the benefits of flexible work, significant barriers remain that could hinder its effective implementation. The findings highlight the necessity for tailored strategies that not only promote flexibility but also ensure that all employees feel supported and engaged in their roles. By addressing these challenges, the Red Cross can foster a more adaptable and productive workforce, ultimately enhancing its overall mission and effectiveness by Mbogo et al. (2020).

5.4 Recommendations

Since this study focused primarily on 60 of Red Cross worker, it was unable to include all of them. It is necessary to do more thorough study with a larger sample of clientele who may have higher ESG ratings than those in the previous studies. The study's conclusions cannot be taken at face value because there are still some gaps that need to be closed in order to protect clients in times of financial instability.

Enhance flexible work policies: It is crucial for the Red Cross to review and update its existing flexible work policies to ensure they are inclusive and cater to the diverse needs of all employees. This review should involve assessing current arrangements and identifying gaps. The organization could implement various flexible options, such as remote work, adjustable working hours, and hybrid models that allow employees to balance their professional and personal lives more effectively. By providing a range of choices, the Red Cross can better accommodate individual preferences and situations, ultimately leading to higher job satisfaction and retention rates.

Training and Support programs: To maximize the effectiveness of flexible work arrangements, the Red Cross should invest in comprehensive training programs for both employees and management. These programs should focus on essential skills such as time management, self-discipline, and the effective use of digital collaboration tools. Training sessions can help employees navigate the challenges of working flexibly, ensuring they remain productive and engaged. Additionally, management training should emphasize how to support their teams in a flexible work environment, fostering a culture of trust and accountability.

Address gender specific challenges: Given the significant representation of female employees at the Red Cross, it is essential to develop targeted programs that address the unique challenges they face in balancing work and family responsibilities. Initiatives could include providing childcare support, offering parental leave policies that are more accommodating, and creating mentorship programs that empower women in their careers. By actively addressing these challenges, the Red Cross can enhance job satisfaction among female employees and promote a more equitable workplace.

Foster open communication: Encouraging open dialogue between employees and management is vital for the successful implementation of flexible work arrangements. Regular feedback sessions can provide employees with a platform to express their concerns and suggest improvements. Establishing mechanisms for anonymous feedback can also help identify issues that may not be openly discussed. By fostering a culture of transparency and responsiveness, the Red Cross can ensure that its policies remain relevant and effective in meeting employee needs.

Resource allocation: To facilitate effective flexible work arrangements, it is essential that employees have access to the necessary resources. This includes investing in technology that supports remote collaboration, such as video conferencing tools and project management software. Additionally, providing adequate IT support can help resolve technical issues quickly, enabling employees to focus on their work without unnecessary interruptions. Ensuring that employees feel equipped to work flexibly can significantly enhance their productivity and overall job satisfaction.

Monitoring and evaluate implantation: the Red Cross should establish clear metrics to assess the effectiveness of its flexible work arrangements. Regular evaluations of employee satisfaction and productivity levels will help identify areas needing adjustment and track progress over time. Surveys and performance metrics can provide valuable insights into how flexible work is impacting employee engagement and performance. By continuously monitoring these factors, the organization can make informed decisions about necessary policy adjustments.

Finally, it is essential for leadership to demonstrate a strong commitment to fostering a flexible work environment. Leaders should model flexible practices themselves, showing that they value work-life balance and understand the challenges employees face. By actively supporting their teams in adapting to new work arrangements and being visible advocates for flexibility, leaders can create a culture of trust and engagement that permeates the organization.

5.5 Suggestion for further research

To appropriately validate the study's findings, it must be repeated by including all Red Cross branches not only the headquarters. Consistent with earlier findings by Mbogo et al. (2020) and Wang et al. (2019), the regulatory framework's ability to avert work flexibility may be compromised by its slowness to adjust to a dynamic financial sector.

5.6 Chapter summary

Chapter 5 explores the challenges of work flexibility on employee performance. It highlights communication barriers, difficulties in performance measurement, and blurred work-life boundaries. The chapter emphasizes potential equity issues among employees. While flexibility can improve job satisfaction, it also poses risks that must be managed. Recommendations include regular check-ins and clear performance metrics to support effective remote work.

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APPENDIX I: Letter to Red Cross Headquarters

Appendix II: Questionnaire

Challenges of Work Flexibility on Employee Performance. A case of Red Cross.

General Instructions

Indicate your selected response by marking with a tick (v).

Do not write your name of any form of identification

Demographic Information

Age

20-25 years ☐

25 -30 years ☐

30-40years ☐

40 above years ☐

Gender

Female ☐

☐ Male

Part A: Perceptions of Work Flexibility

1. How would you rate the current level of work flexibility provided by Red Cross Headquarters?

- Very Low ☐

- Low ☐

- Moderate ☐

- High ☐

- Very High ☐

2. What types of flexible work arrangements are available to you? (Select all that apply)

- Remote work
- Flexible hours
- Compressed workweeks
- Job sharing
- Other:

3. How important is work flexibility to you in your role at Red Cross?

- Not Important
- Somewhat Important
- Important
- Very Important
- Extremely Important

Part B: Challenges Faced

Indicate your selected response by marking with a tick (✓).

4. What specific challenges do you face with work flexibility at Red Cross Headquarters? (*Select all that apply*)

- Difficulty in communication and collaboration ☐
- Lack of motivation or productivity ☐
- Difficulty in separating work and personal life ☐
- Limited access to resources or support ☐
- Inequity among team members regarding flexibility ☐

5. Rate the frequency of the following challenges on a scale of 1 to 2 (1 = Not at all) (2 = Very Often) *write the scale number on the box either 1 or 2*

- Difficulty in communication:
- Reduced productivity
- Struggling to maintain work-life balance
- Feeling isolated from team members

6. Do you believe that the implementation of flexible work arrangements has positively impacted to your performance at Red Cross?

- Yes
- No

Part C: Impact on Employee Performance

Indicate your selected response by marking with a tick (✓).

7. How has work flexibility affected your productivity in your current role?

- Significantly Decreased
- Decreased
- No Change
- Increased
- Significantly Increased

8. How has work flexibility influenced your job satisfaction at Red Cross?

- Very Dissatisfied
- Dissatisfied
- Neutral
- Satisfied

- Very Satisfied ☐

9. Have you observed any changes in teamwork or collaboration due to flexible work arrangements?

- Yes, Negative Changes ☐

- Yes, Positive Changes ☐

- No Changes ☐

NB: On our questionnaire what did you not approve or find in our questionnaire that makes our research legit and favorable. Please comment below

Thank you for participating in this questionnaire! Your insights are crucial in identifying and addressing the challenges of work flexibility on employee performance at the Red Cross Headquarters.

Appendix III: Letter from Red Cross Headquarters



BINDURA UNIVERSITY OF SCIENCE EDUCATION

Private Bag 1020
BINDURA, Zimbabwe
Tel: 066271 – 7127, 7620, 7615
Dr S.Chisango:0773194510

HUMAN RESOURCES MANAGEMENT DEPARTMENT

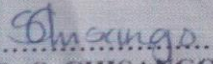
15 May 2025
Red Cross Headquarters
10 St. Annes Road
Avondale
HARARE
ZIMBABWE

RE: REQUEST FOR DATA COLLECTION

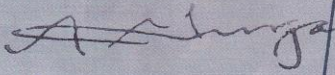
Please may you assist our student Mhasvi Tadiwanashe (B210399B) carry his research in your organization on his topic on **"The challenges of work flexibility on employee performance. A case study of Zimbabwe, Red Cross Headquarters, Harare"**. He is our 4.2 student at Bindura University of Science Education in the Department of Human Resources Management.

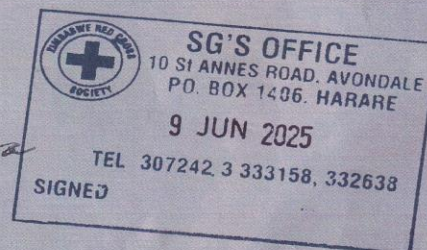
Your assistance to our student will be greatly appreciated.

Regards


.....
Dr S. CHISANGO
Chairperson




Approved



Bindura University of Science Education
Private Bag 1020
Bindura

15 May 2025

The Zimbabwe Redcross Society
10 St Annes Road
Avondale
HARARE

Dear Sir

RE: APPLICATION FOR AUTHORISATION TO CARRY OUT RESEARCH AT YOUR ORGANISATION

My name is Tadiwanashe Mhasvi, Student Registration Number: B210935B, I hereby kindly seek permission to carry out research whose topic is on The challenges of work flexibility on employee performance: A case of Red Cross Headquarters Harare.

The research is to be carried out in partial fulfilments of the requirements of the Bachelor's Honors Degree in Human Capital Management (HCM) that I am currently undertaking at the Bindura University of Science Education.

I assure you that all the information collected will be considered confidential and will be used for academic purposes only.

I will be very grateful if you permit me.

Yours Faithfully



Tadiwanashe T Mhasvi

Turn it in Report