

# RELEASE FORM

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Submitted by **Shantel Kaseke**, **Registration number B190596B** in partial fulfilment of the requirements of the Bachelor of Commerce (Honours) Degree in Human Capital Management.

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# DECLARATION OF AUTHORSHIP

I declare that this research project is my original work and has not been copied or extracted from previous sources without due acknowledgement of the source.

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# DEDICATION

This thesis is dedicated to my mother, sister and Kaseke family

# ACKNOWLEDGEMENT

I would like to express my unconditional gratitude to the Almighty God whom l believes is the reason I am thus far. My special thanks also go to my lecturers at Bindura University of Science Education specifically in the Faculty of Commerce, Department of Human Resources Management who equipped me with expertise in Human Capital Management and provide me with knowledge and confidence that made me achieve my objectives during my research project. I would also like to extent my sincere gratitude to my attachment supervisor Mr. Charles Kwinjo for his everlasting support. My final regards go to my mother, Kaseke family members for their continuous financial support, love and motivation which enabled me to achieve my objectives during this research project.

# ABSTRACT

*The study sought to establish the**impact of flexible working contracts on employee behaviour and performance a case study of Headhunters International. The study specifically focused on how flexible working contracts impact Headhunter’s productivity, how Headhunter’s is coping with the challenges of contract employment and resolutions in place to address the challenges associated with employee performance. This research was guided by Vroom’s Expectancy theory by Vroom (1964) and Equity theory by Adams (1965) as the theoretical framework. This study adopted the positivist paradigm hence the quantitative research methodology (questionnaires) was applied in the gathering of data at Headhunters. The simple random sampling method was utilised in picking 30 participants from Headhunters. The findings indicated that that**flexible working contracts impacts Headhunters productivity by attracting and retaining talent, enhancing motivation and engagement, adapting to changing circumstances, reducing costs and diversifying teams. The findings highlighted that effective on-boarding and training programs, clear communication of expectations, providing ongoing support and feedback, partnering with staffing agencies and incorporating contract employees into the organization's culture by providing opportunities are the ways in which Headhunter’s is coping with the challenges of contract employment. The findings also simulated that performance management system, training and development opportunities, clear communication, incentives and rewards, use of technology are some of the resolutions in place to address the challenges associated with employee performance.*

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# List of abbreviations

BUSE: Bindura University of Science Education

HR: Human Resource

HRIS: Human Resource Information Systems

**HR practitioners**: Human Resources practitioners.

**WHO**: World Health Organisation.

# CHAPTER I: BACKGROUND AND ITS SETTINGS

## 1.0 Introduction

Work adaptability has essentially turned into an administration mantra, and there is proof that the different types of business adaptability have been involved an ever increasing number of in cutting edge modern social orders throughout recent years. Nonetheless, by inspecting the review's experience, issue articulation, targets, and examination questions with respect to the effect of adaptable working agreements on representative way of behaving and execution at Headhunters International, this section presents the exploration's establishment and course. The chapter also discusses the justification for the study, its significance, and its limitations

## 1.1 Background of the study

Universally, the rise of the information worker has established yet another freedom from associational controls and opportunity. The possibility of the 'free-expert' who blooms with autonomy and raised level of employability has been acquainted as an opportunity with switch what is happening and validate the power of the data worker over the data hungry affiliation (Toll, 2018). To some extent or diverse angle, Arthur & Rousseau (1995) present that global rise of the "boundary-less career" and Capelli's (1999) partiality for flexibility replicate a shift in how workers choose to work. Arthur and Rousseau (1995) state that workers prefer to work on short-term or fixed-term contracts. They could also run their own business or take on more permanent positions as needed. Consequently, that is the primary issue: representatives prefer to seek out adaptable working agreements and arrange outcomes that serve them primary and the organization next.

Guest et al. (2003) in Europe looked at super durable and contingent specialists in four UK organizations. This was accomplished by distinguishing between fixed-term, temporary, and agency types of contingent contracts. Guest et al. (2003) discovered that workers on organization and fixed-term contracts but not impermanent ones exhibited better behaviour and performance than extremely durable employees. In a serie of UK surveys of a random-sample of workers, Guest and Conway (1998) evaluated the nature of employment contracts for workers on permanent, fixed-term, and temporary contracts. Although the findings vary slightly from year to year, there is some evidence that employees on fixed-term contracts report better behaviour and performance, according to Guest and Conway (1998). They likewise found that being on a brief agreement anticipated revealed upgrades in the mental agreement's state in a longitudinal report (Visitor and Conway, 2001).

A study on effects of flexible employment contracts on behaviour of employees in Thailand was carried out in Asia by Giannikis and Mihail (2011). The study confirmed the connection between employee behaviour and the employment contract. It appears to be plausible that the way of behaving and performance of contingent specialists are more conditional and more limited than those of extremely durable workers. However, the study's findings also suggest that temporary workers' behaviour and performance may be more affected by changes in the flexible employment contract's content than permanent workers'. Van Dyne and Ang (2014) also compared the behavior, organizational commitment, and employment contracts of "permanent" and "contingent" professional service workers in Singapore. Singapore was picked because it has a tight labor market, which may make contingent employment more appealing to some employees. Consistent with their hypotheses, they discovered that contingent workers had a more limited psychological contract regarding the things they believed the company was obligated to provide for them. They found that employment contract status moderated the strength of the connection between the type of contract and outcomes. This proposes that the kind of working agreement might greaterly affect results for transitory representatives than for long-lasting ones.

Mukururi and Ngari (2014) looked at how employees' performance was affected by flexible work schedules in Kenya's Nairobi Central District Commercial Banks. For the study, a descriptive design was used. The objective people was all the 1074 Nairobi CBD business banks laborers where proportionate depicted testing system was used to get an illustration of 291 respondents from different layers (the leaders, regulatory, managerial and secretarial as well as the consideration staff). According to the findings of the study, organizations were beginning to embrace flexible working contracts as a means of increasing employee performance. This is especially so because the country was trying to improve its economy by adopting a 24-hour service system. Moreover, the consistently changing socioeconomics in the work market was one more component pushing associations to embrace adaptability working agreements as they put forth attempts to hold top ability and capture outside ability too notwithstanding the obstructions that might restrict these gifted people from working in a proper manner (Mukururi and Ngari, 2014). According to Muli, Muathe, and Muchiri (2014), more flexible work arrangements than fixed hours are sometimes necessitated by the nature of the available work. The review suggested that associations ought to take on adaptable working agreements to lift representatives feeling of confidence as well as the hierarchical performance.

The organizational performance of working contracts in South Africa has been the subject of numerous studies. Millward and Hopkins (2020) laid out that, dissimilar to extremely durable representatives, 'impermanent' laborers were probably going to see their agreements as more conditional than social. Utilizing a huge example of South Africa's nearby government representatives, Coyle-Shapiro and Kessler (2016) found that super durable workers revealed essentially bigger quantities of commitments and instigations than did 'brief' workers. They also said that they were more committed and behaved better, but they had significantly less support from the organization.

In Zimbabwe however, adaptable working agreements have not flourished so a lot albeit many organizations at present utilize adaptable working agreements in their tasks. Impermanent work in Zimbabwe is seen by many individuals as the type of a representative as appeared through unfortunate prosperity at work (Muchara, 2021). A few notable highlights of the dealing with transient work contracts are work instability, vulnerability and capriciousness. It is common knowledge that job insecurity is associated with undesirable outcomes, including poor behaviour and performance as well as negative outcomes as a whole. It is contended by Beckmann et al (2016) that functioning agreements that are transient in nature might result into unfavourable and ideal results, taking everything into account. With the challenges highlighted, this study therefore tends to assess the impact of flexible working contracts on employee behaviour and performance at Headhunters.

## 1.3 Problem statement

Headhunters is experiencing difficulties with employee behavior and performance. Results-Based Performance Management demonstrated a decline in operational effectiveness at year-end 2022. The employees on flexible contract employment do not have a very good relationship with management. Employees on flexible working contracts appear to operate differently from the organization's vision and mission because they are beginning to refocus their efforts on job-seeking behaviour when they know they will leave. According to Clinton et al. (2018), contract employees' perceptions of termination of these working contracts vary. Some contract employees at Headhunters see it as a threat to their job security, while others see it as merely a status change. The sensation of occupation weakness is coming in influencing their way of behaving and execution. According to De Cuyper et al. (2008), the reality of losing a job creates a sense of job insecurity in most cases when a contract is about to expire. Be that as it may, this present circumstance isn't experimentally contemplated. As a result, the goal of this study is to determine how Headhunters' employees' behavior and performance are affected by flexible working arrangements.

## 1.4 Research objectives

The research’s main objective is to evaluate the impact of flexible employment contract on employee behaviour and performance at Headhunters

**Sub-objectives**

The study seeks to address the following objectives:

1. To determine how the type of contract impact on headhunter’s productivity
2. To evaluate how headhunter’s is coping with the challenges of contract employment
3. To recommend solutions to the existing challenges associated with short or long term employment contacts on employee performance

## 1.5 Research questions

1. How does contract type impact on Headhunter’s productivity
2. How Headhunter’s is coping with the challenges of contract employment
3. What resolutions are there in place to address the challenges associated with employee performance?

## 1.6 Statements of hypothesis

Hypothesis (Ho): Short and long-term contracts will significantly impact employee performance.

Hypothesis (H1): Short- and long-term contracts will not significantly impact employee performance.

## 1.7 Justification of the study

The review will help Headhunters International texecutives on the decision of agreement which can further develop representative execution while accomplishing organization goals. Besides, it is likewise trusted that the review discoveries will add to information on the most proficient method to gauge hierarchical execution and procedures on the most proficient method to work on both human resources the executives. The findings can also be used to help all managers make better decisions, setting an example for other businesses.

**The study is also envisaged to add value to the following:**

### 1.7.1. To the organization

The study will assist Headhunters management on choice of contract which can improve employee performance whilst achieving company objectives. Moreover, it’s hoped that the study findings can contribute to knowledge on how to measure organisational performance and strategies on how to improve both human capital management.

### 1.7.2. To the employer

In addition, rather than waiting for a crisis or losing workers, the study would advise employers to implement human resource management practices that would systematically eliminate the possibility of high labor turnover rates, inefficient hiring processes, litigation, or loss of morale within the organization by ensuring that organizational performance is controlled.

### 1.7.3. Bindura University Of Science Education

The study will increase students' chances of receiving valuable skills and knowledge necessary for enhancing their capacity for innovation, creativity, and learning by expanding the body of knowledge on human resources management. The findings can also be added to the existing body of research that can be used as a reference.

### 1.7.4. Researcher

In addition to advancing the researcher's academic progress, the study will broaden the researcher's knowledge and skills in human resource management.

### 1.7.5 To the government

The Ministry of Labour in Zimbabwe will benefit from the study by incorporating its findings into policies that can guide the country's management. and .practice of short term and long-term .employment .contracts. .The .findings can also be utilized in the formulation of employment-related legislation in Zimbabwe, and they can assist in modifying existing labour laws.

### 1.7.6 To human resource practitioners

The study will enable them to come-up with policies. and .procedures as .well .as excellent .practices in. their .workplaces. This determination is aimed at enhancing employee performance. Also, the findings will be used by human resource practitioners to enlarge strategies intended to counteract the confronts of short term employment.

## 1.8. Delimitations

Study was restricted to Headhunters (Pvt) Ltd staff only and focused on the effect of short-term and long-term contracts on organizational performance. Because of its close proximity, the company was chosen, which cuts down on travel expenses.

## 1.9. Limitations

The study's limitations are issues or circumstances beyond the researcher's control that prevent the study's methodology and conclusions from being reached. As indicated by Simon (2011) held that they are possible shortcomings of study which are unchangeable as far as the analyst might be concerned, these include:

1.9.1 Time constraints- Due to the nature of the temporary staff's work schedule, it was difficult to reach the necessary respondents to collect data.

1.9.2 Financial constraints – The researcher also ran out of money because of price fluctuations for things like printing, project computation, and transportation.

1.9.3 Lack of cooperation - Some of the concerned employees were reluctant to freely share extremely sensitive information out of fear. To overcome this obstacle, the researcher promised the concerned staff that the information they provided would remain confidential.

## 1.10 Definition of terms

1.10.1 Human Resource Information Systems: Human resources information systems (HRIS), according to Manson (2022), are computerized systems that enable HR managers to gather, organize, store, update, and retrieve employee management information. It provides an explanation of the various advantages and disadvantages of HRIS, the steps necessary to implement it, and the factors necessary for success.

### 1.10.2 Employee

According to Armstrong (2012), an employee is a person who offers their services under an express or implied contract of hire and performs work under the supervision or control of an employer.

### 1.10.3 Employee performance

Employee performance is how well an employee performs their job-related duties and responsibilities. It is a combination of a person's actions, abilities, knowledge, and skills for achieving the role's goals. It measures an employee's work habits so that businesses can use strategies to foster a positive work environment by providing constructive criticism and boosting productivity (ISO 45001, 2018). This indicates that these are activities that are relevant to the goals of the organization but are beyond the control of individual workers.

**1.10.4 Contract**: According to Anson (2021), a contract is a legally binding agreement in which rights are acquired through one or more actions or forbearance on the part of others.

1.10.5 Human Resource Management: According to Lussier and Hendon (2018), it is a methodical, consistent, and comprehensive approach to managing and enhancing an organization's human capital that fully integrates all aspects of the process into the organization's overall management.

1.10.6 Organisational Performance: It refers to an organization's capacity to use available resources effectively and efficiently to achieve its objectives (Daft, 2000).

## 1.11 Chapter summary

This chapter gave an overview of the study as well as its background and explained what prompted it. The chapter also provided a clear explanation of the necessity for the researcher to investigate the effects of short-term and long-term contracts on employee performance. The study's limitations and delimitations were also mentioned.

# CHAPTER TWO

# REVIEW OF RELATED LITERATURE

## 2.1 Introduction

The objective of this chapter is to disseminate the data gathered by a variety of academics regarding the effects of flexible working arrangements on employee behaviour and performance and to provide an in-depth analysis of the existing body of research on the topic at hand. A literature review is an essential chapter in a thesis, according to Kothari (2014). The study's context and justification are presented in this section. In this section, the prior data from the presentation and foundation presented in part one will be extremely precise. This part will moreover complement and analyze the applied framework alongside the speculative underpinning of the survey which channels the investigation. This research will be guided by Vroom's Expectancy theory and Adams' Equity theory (1965) in order to evaluate the impact of flexible working contracts on employee behaviour and performance. Additionally, this chapter will concentrate on employee behaviour and performance, as well as past and current trends in flexible working contracts. Hence, the opening recorded as a hard copy on the impact of adaptable working agreements on worker conduct and execution will be introduced as well.

## 2.2 Theoretical framework

This cram will be steered by Expectancy theory by Vroom from 1964 and Adams' Equity theory from 1965. The theoretical framework, according to Kothari (2014), is the composition that maintains and supports the research's supposition. When the study is built around the theoretical framework, the supposition is the prime means by which the study dilemma is tacit and investigated. The theoretical structure then identifies the key factors that influence a particularity of interest and the requirement to scrutinize how those key variables might contrast and under what conditions.

### 2.2.1 Vroom’s Expectancy theory by Vroom (1964).

Vroom came up with the anticipation hypothesis in 1964. This researcher asserts that adaptable working plans are essential because they aid in determining employee performance. This theory actually incorporates three concepts: The second idea is anticipation, in which workers will be motivated by having the capacity, work fulfillment, and customer loyalty that increases worker efficiency and, as a result, better worker performance. The valence idea asserts that representative presentation may be strengthened through remunerations, advancements, and low worker turnover. The final rule is the instrumentality concept, which states that a worker is compensated for being creative, useful, and more representative of turnover. This leads to workers feeling fulfilled at work and improves performance.

This theory was supported by Nyberg (2010), who emphasized that employees will become more innovative, productivity will rise, and employee turnover will be controlled when flexible working contracts are in place. Employees will be happier at work as a result of all of this, which will have an impact on their performance. This theory is important to the study because flexible working contracts should be used as a motivator to improve employee performance.

In this manner, it is apparent that the vroom's anticipation hypothesis applies to the review since it revealed the autonomous factors — seasonal work, work shifts, impermanent agreements, and strategic scheduling — that businesses anticipate that representatives should be more useful, imaginative, and fulfilled at their positions. Since this hypothesis represented the factors, it fills in as the concentrate's all's establishment. The theory discussed serves as the foundation for the current research by taking into account how employee performance is affected by flexible work schedules.

### 2.2.2 Equity theory

According to Adams (1965), fairness and equity are essential characteristics of motivated individuals. Fairness is thought to be a motivator for individuals, according to Equity Theory. Representatives will adjust their performance to the level of their apparent value whenever imbalances are identified in overall results or contributions to reference to their referent groups. Employees anticipate being rewarded for consistently providing a high level of input. For instance, Cropanzano (1993) stated that when employees perform better, they have high expectations for an increase in pay. This can be expressed as a ratio of the inputs to the outputs. Representatives will constantly contrast their compensation with that of different specialists who play out similar undertakings to decide the amount they contributed. They are able to determine whether workplace equity exists because of this. According to this hypothesis (Dessler, 2008), staff motivation will increase at the workplace if they are treated fairly.

According to this theory, low wages cause employees to be dissatisfied. Additionally, this would act as a demotivator, encouraging people to put less effort into unsuccessful endeavors. A reduction in inputs that would lower performance could be one way to reduce efforts. As per Adams (1965), an individual might encounter sensations of culpability, disdain, outrage, and other pessimistic feelings on the off chance that they are compensated unnecessarily. As a result, employees would be motivated to work toward reducing the imbalance by these feelings. The output and overall performance will rise as a result.

Any circumstance involving exchange is compatible with this theory. Subsequently, there are various parts that could be recorded as results or information sources. Nonetheless, because of their abstract nature, it is trying to recognize these parts (Siegel, Schraeder, and Morrison, 2007). According to Siegel et al. There might be examples of how people describe results or inputs. For instance, staff members are accustomed to distinguishing between inputs that can be controlled and those that cannot be controlled (Siegel et al. al., 2007).

This hypothesis encounters essential cutoff points and responses that abatement its importance working climate. The speculation forgets to address the best system to use in diminishing divergence at the work place (Redmond, 2009). The theory is effective in describing the present and future behavior of an organization's staff. Redmond (2009) also argues that underpayment is more weighty than overpayment. The hypothesis progresses forward with notion that all people are sensitive to unevenness and worth (Huseman, et. al., 1987).

## 2.2 Conceptual framework

In the words of Mugenda (2003), the framework helps to simplify and illustrate the study's proposed relationship between variables. It presents the researcher's own perspective on the issue, provides direction for the investigation, and illustrates the connections between the various constructs the researcher intends to investigate. The reasonable structure as displayed beneath is a synopsis of the connection between **independent variable (flexible working contracts) and dependent variable (employee performance)** that will guide the study.

***Figure 2.2 Conceptual framework***

***Researcher’s own compilation (May, 2023)***

## 2.3 Types of short term working contracts

In several organisation, there are two principal gatherings of workers; individuals who are typically regarded to as members of the core group and members of the peripheral group (Connelly & Gallagher, 2004). The core workers are permanent employees. Core-workers are employed in a standard way, according to some authors like De Cuyper et al. 2008) is known to have employment continuity, which provides workers with some degree of job security. Short-term or irregular workers are regarded as the marginal group. Connelly & Gallagher cite both independent contractors and temporary workers as examples. The working hours, terms of employment contracts, benefits, and supervision levels of the two groups of workers are all different. The majority of businesses employ peripheral workers during times of high or low demand for goods and services, increased or decreased productivity.

In any association there are two principal gatherings of representatives; those who are typically referred to as members of the core group and members of the peripheral group (Connelly & Gallagher, 2004). Long-lasting representatives are the centerlaborers. According to some authors, such as De Cuyper et al., core workers perform their duties in a standard employment setting, 2008) is known to have employment continuity, which provides workers with some degree of job security. Nonstandard or transient laborers are viewed as the fringe bunch. They incorporate self employed entities as well as transient representatives, Connelly and Gallagher (2004). The two gatherings of wokers vary in numerous angles as far as working hours, business contracts terms, benefits grant as well as the degree of management. The majority of businesses employ peripheral workers during times of high or low demand for goods and services, increased or decreased productivity.

Numerous associations all over the planet are known for the utilization of available for any emergencies wokers. The quick arising needs of associations are by and large satisfied by the utilization of ready to come in case of emergency workers. Most of the time, businesses hire these workers for short-term projects. These workers work irregular hours, including holidays, weekends, and nights. This is on the grounds that an association possibly connects with them when there is need for additional exercises. Studies have shown that jobs with short-term contracts are much more risky than permanent ones. According to Aronsson, Dallner, Lindh, and Göransson (2005), it has higher degrees of uncertainty, low wages, and unreliability.

Graduates' employment competency skills are enhanced by internship contracts, which help them put their theories into practice (Dewey, 2011). Foundations of advanced education are coming up programs pointed toward guaranteeing that graduates are employable. Professional competencies are expected of graduates, and they can be developed through specific work experiences, training, and education. Students can gain the professional skills they need to do their jobs and become employable through internships. According to the National Association of Colleges and Employers (2011), this helps interns connect what they learned in class to what they actually need to do. Because the majority of interns receive a stipend for their upkeep, this type of employment is regarded as inexpensive by organizations. Temporary position can likewise be exorbitant as far as time expected to regulate crafted by the understudies.

Part-time work is defined differently by different academics. Convention No. 1's definition of part-time work is used by many nations. 275. It is based on the number of hours worked by part-time workers in other nations. This amounts to between 25 and 2/3 of typical full-time hours per week. Comparative evidence suggests that part-time work requires less involvement (between 30 and 35 hours per week). Parttime work is a type of business that is non standard, today; According to Blossfeld (1997), it has increased in importance at the present workplace.

Staff can be hired on consultancy contracts by organizations. Typically, engaged individuals possess specialized skills for completing technical tasks. Employers typically turn to this type of employment when they are short on funds and require skills that are costly to recruit. These are typically profoundly talented people in unambiguous area of exercises. According to Galup et al. (1997), they are frequently hired when the required skills are not available internally. Each contract lasts until the project's objectives are achieved. The authoritative relationship stops once the venture is finished.

One more sort of transient business is occasional work who is frequently employed to oblige top periods. Most of the time, these times are short-term, especially during long annual holidays when there is a lot of demand for certain goods and services. Additionally, the core workers typically take extended vacations and leaves during this time. As an approach to filling these holes, impermanent staff is recruited by associations on occasional premise. Makin and McDonald (2000) claim that hiring workers on a seasonal basis can improve employees' competence and skills, preparing them for permanent employment. The majority of businesses typically employ vacationing students as seasonal employees.

## 2.4 Impact of flexible working contract on productivity

As per David (2011), flexible working agreement guarantees works life balance which decidedly affect efficiency. According to Kouzmin (2009), employees can better balance their personal and professional lives when they have more control over their schedules and work locations. This may result in less stress and burnout, which may in turn improve mental health and overall well-being. According to Makin and McDonald (2000), employees are more likely to be productive and engaged at work when they feel better. In addition, representatives who can deal with their own liabilities without forfeiting their work liabilities will quite often be more steadfast and focused on their managers.

As per Connelly and Gallagher (2004), flexible working contracts emphatically affect efficiency through improved inspiration and commitment. By giving employees more autonomy and control over their work, flexible working contracts can increase employee motivation and engagement. According to Dewey (2011), employees gain a sense of trust, value, and respect when they are given the authority to take responsibility for their work and choose how and where they work. This can prompt more significant levels of occupation fulfillment and obligation to the association. Maskell (1991) says that employees tend to be more productive and produce higher-quality work when they feel more connected to their work and their coworkers.

Bommer et al. state that al. (1995), flexible working business can assist associations with answering changes sought after and adjust to unexpected conditions. When employees are able to work from home, for instance, they are able to continue working even when they are unable to visit the office because of the weather or other factors. This can aid in minimizing interruptions to productivity and guarantee that work is completed even in difficult circumstances.

Flexible employment opportunities, according to Kouzmin (2009), attract and retain talent. Particularly for younger generations that place a high value on autonomy and work-life balance, flexible working contracts can be an effective recruitment tool. According to Bommer et al., top talent can be attracted to organizations that offer flexible work schedules by attracting them (Bommer et al.). al. 1995). Also, offering flexible working game plans can assist with holding representatives who could some way or another leave for different open doors. This can decrease turnover and guarantee that significant workers stay with the association.

When implemented and managed effectively, flexible working contracts have the potential to significantly boost productivity within an organization (Makin and McDonald, 2000). Bommer et al. claim that ( Organizations can improve work-life balance, increase motivation and engagement, increase flexibility, attract and retain top talent, and adapt to changing circumstances by providing employees with greater control over their work schedules and locations. In order for businesses to reap these rewards, they need to take a proactive approach to addressing potential obstacles and providing employees with the necessary assistance and resources to work efficiently and collaboratively from any location or schedule.

## 2.5 Organisations coping with the challenges of contract employment

According to Giannikis and Mihail (2011), effective on-boarding and training programs can help contract employees quickly learn about the organization, their role, and responsibilities, and understand the expectations for their work. This can help them feel more engaged and invested in their work, leading to higher quality work and better productivity. For example, a software development company may hire a contract software engineer to help with a project. The company can provide the contract employee with a comprehensive on-boarding program that covers the company culture, values, and expectations for the project. According to Hirsch and Mueller (2012), the on-boarding program can also provide the contract employee with access to training materials and resources to help them develop the necessary skills for the project.

Clear communication of expectations can help contract employees understand their role and responsibilities within the organization, and what is expected of them in terms of work quality and deadlines (Bommer et al, 1995). This can help them stay on track and meet the organization's goals. For example, a marketing agency may hire a contract content writer to write blog posts for a client. The agency can communicate clear expectations about the tone and style of the blog posts, the number of posts required, and the deadlines for each post (Connelly and Gallagher, 2004). This can help the contract writer understand the goals of the project and produce high-quality work that meets the client's needs.

According to Hirsch and Mueller (2012), organizations can make an effort to incorporate contract employees into the organization's culture by providing opportunities for them to connect with colleagues and learn about the organization's values, mission, and goals. This can help them feel more connected to the organization and their colleagues, leading to better collaboration and productivity. For example, a healthcare organization may hire a contract nurse to help with staffing shortages. Dewey (2011) indicated that the organization can provide the contract nurse with opportunities to attend staff meetings, participate in training sessions, and connect with other nurses on the team. This can help the contract nurse feel more connected to the organization and their colleagues, leading to better collaboration and patient care.

Organizations can provide ongoing support and feedback to contract employees to ensure that they feel valued and are able to deliver high-quality work (Damiani and Pompei, 2010). This can help them improve their skills, stay motivated, and feel more invested in their work. For example, a construction company may hire a contract project manager to oversee a construction project. The company can provide ongoing support and feedback to the contract project manager, including regular check-ins, performance reviews, and opportunities for professional development (Makin and McDonald, 2000). This can help the contract project manager stay on track, improve their skills, and feel more invested in the project's success.

According to Hirsch and Mueller (2012), many organizations partner with staffing agencies to manage their contract employees. Staffing agencies can handle administrative tasks such as payroll, benefits, and legal compliance, which can help organizations focus on their core business activities (Connelly and Gallagher, 2004). For example, a financial services company may partner with a staffing agency to hire contract customer service representatives to handle increased call volume during tax season. The staffing agency can handle administrative tasks such as payroll, benefits, and legal compliance for the contract employees, allowing the financial services company to focus on serving its customers and managing its core business activities (Kouzmin, 2009).

## 2.6 Resolutions addressing the challenges associated with employee performance

According to Damiani and Pompei (2010), a performance management system can help organizations identify and address performance issues by setting clear expectations, tracking progress, and providing feedback. For example, an organization might use a system that involves regular check-ins between managers and employees to discuss goals, progress, and areas for improvement. The system might also include performance evaluations, where employees receive feedback on their performance and identify areas for growth (Wandera, 2011). An example of a performance management system is the OKR (Objectives and Key Results) framework, where employees set specific, measurable, achievable, relevant, and time-bound goals and regularly check their progress against those goals.

Organizations can offer preparation and advancement chances to assist workers with working on their abilities and information, and eventually improve their exhibition (Parker, Griffin and Sprigg, 2002). For instance, an association could give hands on preparing to recently added team members, offer studios on unambiguous abilities or skills, or give mentorship or instructing programs. Riphahn and Engellandt (2005) say that IBM's leadership development program, in which employees receive training in communication, teamwork, and project management, is an example of employee development and training.

for employees to comprehend what is expected of them and how they can improve their performance, it is essential to communicate clearly. Associations should plainly impart performance assumptions to their workers, and give ordinary criticism and instructing to guarantee that representatives comprehend what is generally anticipated of them and how they can work on their exhibition (Damiani and Pompei, 2010). For instance, an organization might hold regular one-on-one meetings between managers and employees to set goals, provide feedback, and discuss performance expectations. Bommer et al. state that al. ( 1995), an illustration of clear assumptions and correspondence is the "Savvy" objective setting system, where objectives are explicit, quantifiable, attainable, pertinent, and time-bound.

Incentives and rewards, according to Hirsch and Mueller (2012), can be used to encourage employees to perform well. Bonuses, promotions, recognition programs, and other forms of non-monetary compensation are examples of these. An organization might, for instance, provide opportunities for career advancement based on performance, offer bonuses for achieving specific performance targets, or recognize outstanding performance through employee recognition programs. The Airbnb employee referral program, in which employees receive a cash bonus for referring a successful candidate, is an illustration of an incentive and reward program (Riphahn and Engellandt, 2005).

Parker, Griffin and Sprigg (2002), associations ought to constantly survey and assess their presentation the executives practices to distinguish regions for development. This can include requesting criticism from workers, benchmarking against industry best practices, and estimating the viability of performance the executives drives. An organization might, for instance, conduct employee surveys to get feedback on how well its performance management initiatives are working, compare them to industry best practices, or use data analytics to find patterns in employee performance. The "360-degree feedback" process, in which employees receive feedback from their managers, peers, and subordinates to identify areas for improvement, is an example of continuous improvement, according to Mukururi and Ngari (2014).

According to Connelly and Gallagher (2004), technology can be utilized to enhance the effectiveness and efficiency of performance management procedures. An organization might, for instance, make use of data analytics to identify patterns in employee performance, provide online resources for training and development, or use software to measure employee performance metrics. An illustration of an innovation based arrangement is the presentation the board programming presented by ADP, which permits directors to define objectives, track progress, and gives input to workers.

## 2.8 Related studies and gaps

Mukururi and Ngari (2014) looked at how employee performance was affected by flexible working contracts in Nairobi Central District Commercial Banks (Kenya). A descriptive design was adapted for the research. The objective populace was all the 1074 Nairobi CBD business banks representatives where proportionate separated testing strategy was utilized to get an example of 291 respondents from various layers (the board, administrative, administrative and secretarial as well as the care staff). The review discoveries showed that adaptable working agreements were beginning to get embraced by associations for of further developing worker execution. This is especially so because the country was trying to improve its economy by adopting a 24-hour service system. In addition, organizations' efforts to retain top talent and arrest outside talent despite the obstacles that may prevent these skilled individuals from working in a fixed manner were pushed to embrace flexible working contracts by the ever-changing demographics in the labor market (Mukururi and Ngari, 2014). The idea of work accessible now and again likewise calls for more adaptable work plans than fixed working (Muli, Muathe, and Muchiri, 2014). In any case, the review neglected to decide or suggest the reception of adaptable working agreements to help representative’s authoritative execution. As a result, the present study seeks to ascertain the effectiveness of working arrangements in a bid to improve employee performance.

Various examinations have investigated the hierarchical execution of working agreements in South Africa. According to Millward and Hopkins (2020), "temporary" workers, in contrast to permanent employees, were more likely to view their contracts as transactional rather than relational. Coyle-Shapiro and Kessler (2016) found that, in comparison to "temporary" employees, permanent employees in South Africa's local government reported significantly more obligations and inducements. They also said that they were more committed and behaved better, but they had significantly less support from the organization. However, despite the fact that the study emphasized the employees' level of commitment, it failed to determine the extent to which flexible working contracts affect employee performance, hence paving the way for the current study to assess the .

In Thailand, a study on the effects of flexible employment contracts on employee behavior was conducted by Giannikis and Mihail (2011). The study confirmed the connection between employee behavior and the employment contract. It appears to be likely that the way of behaving and execution of contingent specialists are more conditional and more confined than those of long-lasting workers. However, the study's findings also suggest that temporary workers' behavior and performance may be more affected by changes in the flexible employment contract's content than permanent workers'. Van Dyne and Ang (2014) also compared "contingent" and "permanent" professional service workers in Singapore in terms of their employment contracts, organizational commitment, and behavior. Singapore was picked in light of the fact that it has a tight work market in which contingent work might be viewed as more alluring for certain specialists. They found that contingent workers had a more limited psychological contract in terms of what they believed the company was obligated to provide for them, which was consistent with their hypotheses. The strength of the connection between the type of contract and outcomes was also found to be moderated by employment contract status, they discovered. This suggests that the type of working contract may have a greater impact on outcomes for temporary employees than for permanent ones. However, the study does not fully support employee performance because it focuses only on a single objective or concept.

Guest and others (2003) compared permanent and contingent workers in four UK businesses. They did so by dividing contingent contract types into fixed-term, temporary, and agency contracts. They discovered that permanent workers reported better behavior and performance than those on fixed-term and agency contracts, but not temporary contracts. In a progression of reviews of an irregular example of laborers in the UK, Visitor and Conway (1998) looked at the condition of the business agreement of laborers on long-lasting, fixed-term and impermanent agreements. According to Guest and Conway (1998), the findings fluctuate slightly from year to year, but there is some evidence that employees who are on fixed-term contracts report better behavior and performance. They also found that being on a temporary contract predicted reported improvements in the psychological contract's state in a longitudinal study (Guest and Conway, 2001).

Pruchno, Litchfield and Broiled (2014), led an exploration to figure out effects of work environment adaptability which shows that "the most work environment adaptability transforms into win circumstance for the organization and the representative, the examination likewise reasoned that adaptable working agreements builds the representative efficiency and permit him to do legitimate booking to move with official and individual life". The employees who use the alternative work schedule are aware that no one else has been able to take advantage of it. Managers are responsible for identifying employees who will be more productive by choosing flex schedules. However, the study generalized rather than describing the extent to which flexible working arrangements improve employee productivity. As a result the present study seeks to simulate the effects of flexible working arrangements on employee behaviour and performance.

Kipkoechi (2013) studied the effects of Kericho hospital's flexible working arrangements on employee performance in Kenya. The following goals were the focus of the study: to survey the impacts of seasonal working, to research the impacts of work shift, to decide the impacts of flexi time and to lay out the impacts of brief agreements on representative execution. The study's findings would enable the referral hospital's management to be better equipped with the knowledge and skills necessary to implement flexible working arrangements that boost employee performance. Vroom's Expectancy Theory served as the study's guiding principle. The descriptive research design was used in the study. Kericho County Referral Hospital's top management, doctors, clinical officers, nurses, and subordinates made up the target population, which consisted of 111 employees. Using stratified sampling methods, a sample of 104 Kericho referral hospital employees was chosen, and simple random sampling was used for each strata. According to the study's findings, flexible working practices have a significant impact on an organization's employees' performance. Work shift, part-time, and temporary contracts were all significant predictors of performance, while flexi time was positive but not significant. However, the study was unable to ascertain the extent to which the use of part-time, temporary, and shift work affects employee performance. Additionally, despite their positive effects on performance, the study did not recommend the use of temporary employment, work shifts, or part-time employment. As a result the present study seeks to simulate the effects of flexible working arrangements on employee behaviour and performance.

## 2.9 Chapter summary

This chapter focused on the literature review regarding flexible working contracts and employee performance. The chapter focused on both the conceptual framework and the theoretical framework. The research design, sample size, sampling methods, target population, research instruments, data reliability and validity, data collection, presentation, and analysis procedure are all topics that will be addressed in the following chapter.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.0 Introduction

Introduction In this chapter, the research methodology used to examine the effect of flexible working contracts on employee behaviour and performance is discussed. The examination strategy is characterized as the technique to the framework to sensibly counter the exploration issue or overall it very well may be confirmed as the discipline of understanding on how central the examination is assessed experimentally (Kothari, 2013). The researcher will concentrate on the research designs and methods that directed the study toward the intended population and sample size. In addition, the research will examine the instruments used to collect data, and ethical considerations will be taken into account when doing so.

## 3.1 Research philosophy

This study will follow the positivist approach to research. Kumar (2014) reproduce the research philosophy as a conviction about the manner by which information about peculiarity ought to be accumulated, dissected and utilized. Based on ideas about reality and the nature of knowledge, the research philosophy is a framework for how the research should be carried out (Collis and Hussey, 2014). Consequently, this study will employ a positivist paradigm. According to Kothari (2014), positivism is a philosophy that adheres to viewpoints that can only be understood logically through surveillance. The positivist method's guidelines are essential because they allow for the amount of data in this case study. The study's primary objective, which is to investigate the effect of flexible working contracts on employee behaviour and performance, will require the positivist research philosophy. Because positivist researchers consistently employ rational and logical research methods and seek objectivity, the study favoured positivist research philosophy. Positivists look to create regulations which can be utilized as a reason for expectation and speculation. In addition, the researcher favoured positivist research philosophy because positivist paradigm is founded on the scientific method's presumptions that reality is objective and measurable through independent research instruments

## 3.2 Research method

Adams et al. (2014) highlighted that research methods are how the researcher executes and carry out the research, while research methodology is the approach and science that determines the study. With the end goal of this study quantitative exploration approach was used. What characterizes quantitative research is the utilization of mathematical information to explore the exploration question, being disconnected from the scientist as the results are level headed and can't be altered. Additionally, surveys and experiments are commonly used in quantitative research, which adheres to a positivist philosophy (Carrie, 2007). When compared to other methodologies, such as qualitative research, which generates data based solely on specific cases that have been researched and several additional broad conclusions are simply assumptions, the researcher preferred quantitative study because it provides the researcher with a clear delineation of what might come from the research.

## 3.3 Research approach

Because it pre-lays out how to analyze the exploration discoveries, a research approach is essential to the study. According to Saunders et al. (2019), there are three powerful research methods: the deductive method presents a theory and then develops a deduced hypothesis to test the theory; the inductive methodology is an incredible inverse; when it begins by gathering information, then zeroing in on the exploration question, showing the way that the examination can go further in a hypothesis or technique that as of now exists (Woiceshyn and Daellenbach 2018) and the abductive methodology is frequently used to research an occasion to make another hypothesis or change a current one. However, current research employs a deductive method. Cooper and Schindler (2014) contend that the quantitative methodology is fundamentally connected with the logical methodology and incorporates the accumulation and transformation of data or information into the mathematical structure that is agreeable to the measurable computations. Thus, the analyst favoured the utilization of insightful methodology since it empowers the examination to reason from conventional to explicit.

## 3.4 Research design

According to Adams et al (2007), research design serves as a blue-print or master plan for research because it tests the hypothesis and fulfills purpose. It directs the data collection and analysis process. Descriptive research design was used because the purpose of this study was to investigate the effect of flexible working arrangements on employee behaviour and performance. An elucidating research configuration study was viewed as founded on the capacity to depict the highlights of a particular individual, or of a gathering. This design has control over the variables, and the researcher is responsible for reporting the events or data as they are collected (Kothari, 2008). The researcher used a descriptive research design because it allowed them to explain the why and how of the research. The descriptive design was chosen because it makes it easier for others to understand why the research was needed. The descriptive research design was used in this study because, unlike experimental research, the researcher could not change any of the variables. All things considered, the factors are just distinguished, noticed and estimated.

## 3.5 Population and sampling

### 3.5.1 Population

According to Beins and McCarthy (2012:212), "all conceivable elements, subjects, or observations relating to a particular phenomenon of interest to the researcher" constitute a research population. Tomkinson (2015) says that the population is thought of as the combination of all the fundamentals, resulting in a unique set of characteristics that span the entire universe and can be used to solve the study's problem in the population as a whole. This study's target population consisted of 30 participants from Headhunters' total of 120 employees, including both permanent and contract workers. Because of the huge number of the members’ test that is 120; it may be extreme for the researcher to consider each person in the populace since it may be costly thus enchanting the researcher to harp on examining techniques. As a result, participants were selected using simple random sampling.

### 3.5.2 Sample size

Any study that aims to draw conclusion about the populace from a illustration should take into account the size of the sample (Saunders et al., 2019). Sample-size is the practice of choosing the digit of perceptions to remember for an example and relies upon both non-factual and measurable contemplations (Cooper and Schindler, 2014). According to Cooper and Schindler (2014), the method of selecting the number of observations to include in a sample is known as "sample size determination." It is based on both non-statistical and statistical considerations. However, in order to evaluate the effect of flexible working arrangements on employee behaviour and performance, 30 participants were selected through simple random sampling.

|  |  |  |  |
| --- | --- | --- | --- |
| **Category** | **Population** | **Sample** | **Collection Method** |
| Permanent employees | 50 | 10 | Questionnaires |
| Contract employees | 70 | 20 | Questionnaires |
| Total | 120 | 30 |  |

### 3.6 Sampling procedure

Sampling alludes to the most common way of choosing components to be seen in an examination (Babbie, 2011). Inspecting can be gathered into two general classes: likelihood testing, and non-likelihood examining (Kumar, 2014). Saunders et al., (2019), likelihood examining follows the rule that every one of the components in a populace have a pre-determined and equivalent opportunity to be essential for the example. According to Saunders et al., (2019), likelihood testing follows the rule that every one of the components in a populace have a pre-determined and equivalent opportunity to be essential for the example. So, the researcher utilised simple random sampling method in picking the participants. In that case, the researcher initiated a lottery system as an example of simple random sampling. The researcher used a hat with numbers in which the entire population of 120 would pick and those who picked the numbers from 1 up to 30 were recognised to represent the entire population. The researcher found it useful to utilise the simple random sampling for the reason that it was simple to implement and it does not require much time as compared to stratified random sampling practice which categorise, divide people into groups according to diverse characteristics for instance title, earnings, education and grade as highlighted by Tomkinson (2015).

## 3.7 Research instruments

Pierce (2016) referred research instruments as a "kit" that was intended for the premeditated assembly of information in order to establish the findings regarding the issue under investigation. The instruments used in research are typically behavioural or psychological instruments like questionnaires, surveys, musical scales, tests, ratings, or instruments designed to determine the variables, features, and participation data. The use of self-administered questionnaires was demonstrated by the researcher. Self-administered questionnaires provide validation of the blueprint among a large population, and interviews typically collect more in-depth insights into the rational attitudes, thoughts, and activeness of the participant (Kendall, 2013).

### 3.7.1 Questionnaire

The researcher examined the effect of flexible working contracts on employee behaviour and performance at Hedhunters by utilizing a self-administered questionnaire. Hussey and Hussey (2015) model a questionnaire as a set of carefully crafted questions chosen after extensive testing and the expectation of reliable responses that are capable of answering the research question. As a result, the purpose of the self-administered questionnaires was influenced by the research's goals, which made it easier to answer the research's questions. Because there is a standard way to answer questions, the questionnaires provide the study with high objectivity. Distributing them is less expensive than conducting interviews, and they typically permit a more extensive geographical coverage at a lower cost. The researcher can access data that is frequently buried deep within the minds, attitudes, and feelings of respondents by using self-administered questionnaires.

However, the response rates to self-administered questionnaires are significantly lower because some respondents may choose not to respond for reasons such as being asked to provide information on subjects with which they are unfamiliar. They do not give the research a chance to delve deeper than the given response, resolve ambiguity, or evaluate respondents' nonverbal behaviour. It may be missed contextual details because questionnaires do not provide the opportunity to investigate a topic in depth.

## 3.8 Data collection technique

According to Leedy and Omrond (2005), the process of gathering specific study data for interpreting and analyzing a particular study is known as data collection. Before collecting the actual data for the study, the researcher was able to successfully conduct a pilot study. The pilot concentrate on permitted the scientist to evaluate the poll as far as consistency and exactness of the inquiries posed. Before the genuine information assortment process, the specialist figured out how to direct a pilot concentrate on in which she disseminated 8 polls to partners. The purpose of the pilot study was to determine whether the content of the questionnaire contained the appropriate questions for the actual field data and to get rid of questions that were unclear or irrelevant. The researcher then gathered the questionnaire forms and evaluated them after the ten participants had completed them. The researcher carefully assessed the questions and answers' usefulness and relevance. Corrections were made to any questions that were unclear or inconsistent, and a final questionnaire form was created. From that point forward, the researcher then dispersed the surveys to the genuine respondents of the concentrate after consent was allowed to lead the field study.

## 3.9 Validity and reliability issues

Validity and reliability, as suggested by Patton (2015), are some of the most important aspects to take into account when designing a study and evaluating the data (results).

### 3.9.1 Validity

Validity is the degree to which facts, data, and assumptions support the explanation of test-based investigation scores. According to Creswell (2013), validity also refers to the degree to which the study accurately measures what is believed to be measured. The legitimacy of instrument is the degree to which it estimates what it should quantify. According to Tomkinson (2015), validity is the precision and denotation of presumption based on the study results. The degree to which the results obtained from examining the data effectively represent the variables of the research is known as validity. Hence, inside legitimacy was applied to validate the instruments and the data. According to Maxwell (2014), internal validity can be defined as the degree to which scientific interpretation and dimensions are reliable indicators of various authenticity.

### 3.9.2 Reliability

Reliability is the limit of a review instrument to again and again survey uniqueness of mindfulness. According to Maxwell (2014), the degree to which study instruments yield reliable results is called reliability. Maxwell (2014) even goes as far as to say that the instrument's reliability is established if the researcher conducts the same issue twice and comes up with the same conclusions in both directions. Tomkinson (2015) demonstrates that inside dependability has to do with the consistency of social event, inspecting and deciphering the data. In this review, pilot study was utilized as a method of post a few dangers to interior unwavering quality (Maxwell, 2014). As a result, the reliability of the questionnaire was taken into consideration by the researcher in this study in order to ascertain its suitability for determining the expected results. Patton (2011) even affirms that this way can be acted throughout relating and utilize extra scientists' decisions which was upheld by Doran et al (2013) who recommends that the agent can assemble and apply different explores' discoveries hence, the analyst utilize a few related discoveries in the review to enhance inside unwavering quality.

## 

## 3.10 Data analysis and presentation

Information presentation is a science set that look to recognize, find, control, designing and present data so as to ideally impart meaning and legitimate information (Shamoo and Resnik, 2003). Thusly, information was introduced in type of diagrams, pie graphs and tables. Considering the goals of the review graphic measurements was applied in the examination of information. This is due to the fact that descriptive statistics offer straightforward summaries of the sample and the measures.

## 3.11 Ethical considerations

According to Tomkinson (2015), research ethics are good ideas that direct the study from the beginning to the end. Representatives who partake in this exploration were totally on willful and the information that was given by them remained protection and secrecy. Subsequently, morals are fundamental as they structure a thoughtful mutually beneficial relationship among individuals as they are gotten a kick out of partaking consequently individuals accepts the outcomes are positive (Maxwell, 2014). So this examination was piped by essential moral contemplations nitty gritty under.

### 3.11.1 Informed consent

The review was performed through the approval of association overseers and the members' authorization. The pollster ensures that the participants in the investigation were clearly aware of the setting and purpose of the study, allowing them to make informed decisions about whether or not to participate. The investigator devised a number of strategies to try to persuade employees to participate without requiring them to. By this implies, it was beneficent to participate in this examination.

### 3.11.2 Confidentiality and anonymity

The researcher ensured that data implied him by the members was to be kept classified and esteemed thus the scientist didn't uncover the assignments of the members as a procedure to ensure their security.

### 3.11.3 Privacy

The personality of the two players (members and the analyst) was plainly audited so the representatives will offer trust to the scientist and the specialist as a trade off wouldn't reveal their protection in that frame of mind for the sake of dependability.

## 3.12 Chapter summary

This chapter talked about how the research got the data. The section introduced additionally the methods continued in surveying the information in testing the legitimacy of the examination instruments. The crucial issues encased in this section incorporated the exploration approach, the arrangement of the review, the strategies continued in the acquiring of the essential information of the examination as well as the information investigation methods. Moral contemplations of the exploration along with moral measures drew in into account in endeavor this study were additionally introduced in this part. The data presentation and analysis will be the primary focus of the following chapter.

# CHAPTER IV

# DATA PRESENTATION AND ANALYSIS

## 4.0 Introduction

While the research methodology was the primary focus of the previous chapter, this one focuses on the data presentation and analysis of the fieldwork data. The collected data contributed to the research's achievement of the first chapter's stated goals and resolution of the research issue as a whole. According to Kothari (2014), data presentation is the process of using a variety of graphical formats to visually represent the connection between two or more data sets so that an informed decision can be made based on them. Data presentation and analysis, according to Creswell (2013), is the process of putting the results of experiments or research into graphs, pie charts, and tables. Subsequently, the discoveries will be introduced utilizing tables, pie outlines, text and reference charts as to permit a reasonable comprehension and examination of the discoveries.

## 4.1 Response rate

The researcher distributed a total figure of 30 questionnaires to Headhunters International. Kothari (2014) defined the response rate as the ratio of the figure of the respondents in the study to the figure of respondents who were presented with the chance to participate. So it is generally the number of people the in the sample who completed the survey successfully. The questionnaires were therefore distributed in hard copies and all the questionnaires returned were perfectly adhered to. As a result, the response rate of the research was 87% on those questionnaires. In that case, the table below summarises the total response rate of the study.

**Table 4.1 Response Rate for Questionnaires**

|  |  |  |  |
| --- | --- | --- | --- |
| Respondents | Questioners distributed | Questioners received | Response Rate |
| Permanent employees | 10 | 8 | 27% |
| Contract employees | 20 | 18 | 60% |
| Total | 30 | 26 | 87% |

***Collected Data Source: April, 2023***

The table above indicates 100 % response rate from the disseminated questionnaires. This can be regarded as appropriate when it comes to the work-out of the extensive subtractions, supposition together with the conclusions. This is totally in agreement with some recommendations presented by Yin (2016) which certify that the response rate must fall from 20% up to 100 % range for it to be evaluated passable.

## 4.3 Demographic data

### 4.3.1 Age group

|  |  |  |
| --- | --- | --- |
| Age Group | Frequency | Percentage |
| Below 25 years | 5 | 17 |
| 26-35 years | 14 | 47% |
| 36-45 years | 7 | 23 |
| 46-55 years | 3 | 10 |
| 55 years and above | 1 | 3 |

***Collected Data Source: April, 2023***

The data collected in regards to the age of the respondents indicated that 5 (17 %) were 18 to 25 years, 14 (47 %) were 26 to 35 years, 7 (23 %) were 36 to 45 years, 3 (10 %) were 46 to 55 years and 1 (3%) were 56 years and above. The findings indicated that the largest number of the employees come from age bracket of 26 to 35 years. This is the middle age of the employees. The findings show that Headhunters employ all age groups hence upholding the labour act chapter 28.01.

### 

### 4.3.2 Educational qualifications

The table below presents the level of education of the respondents at Headhunters International

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Qualification | Male Frequency | Female Frequency | Male % | Female % |
| O’level | 8 | 6 | 27 | 20 |
| A’level | 5 | 3 | 17 | 10 |
| Diploma | 2 | 1 | 6 | 3 |
| Degree | 3 | 1 | 10 | 3 |
| Masters | 1 | 0 | 3 | 0 |

***Collected Data Source: April, 2023***

The discovery on the level of education at Headhunters International shows that male workers are more educated weighed against female workers. This potentially presents the female workers some drawbacks in engaging into the main positions within the organisation. As a result, the researcher noted that workers (both permanent and contract) must be given some opportunities within the organisation to advance their education in order for them to occupy critical positions in the organisations.

### 4.3.3 Years of working experience

**Table 4.3.3 shows the years of working experience**

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| 5 years and below | 3 | 10 |
| 6 – 10 years | 8 | 27 |
| 11 – 15 years | 12 | 40 |
| 16 – 20 years | 4 | 13 |
| 21 years and above | 3 | 10 |

***Collected Data Source: April, 2023***

The table 4.3.3 indicated that the employees ranging from 11 to 15 years at Headhunters International were 12 being represented by 40% as the most with working experience.

## 4.4 Findings of the study

### 4.4.1 Flexible working contract impact on Headhunters productivity

Regarding this question, the researcher aimed at identifying the impact offlexible working contract impact on Headhunters productivity. As a result, the researcher tasked the respondents to determine the extent to which they can agree that flexible working contracts impacts Headhunters productivity by attracting and retaining talent, enhancing motivation and engagement, adapting to changing circumstances, reducing costs and diversifying teams.

***Collected Data Source: April, 2023***

The total number of twenty respondents who translates to 67% strongly agrees that flexible working contracts impacts Headhunters productivity by attracting and retaining talent. Six respondents who translate to 20% agree that flexible working contracts impacts Headhunters productivity by enhancing motivation and engagement. Three respondents who translate to 10% indicated that flexible working contracts impacts Headhunters productivity by reducing costs and diversifying teams whilst 1 respondent who translate to 3 % indicated that flexible working contracts impacts Headhunters productivity by adapting to changing circumstances. The findings of the study show that flexible working contracts impacts Headhunters productivity by attracting and retaining talent, enhancing motivation and engagement, adapting to changing circumstances, reducing costs and diversifying teams although attracting and retaining talent tops the list. The findings agree with findings by Connelly and Gallagher (2004), who presented that flexible working contracts can enhance employee motivation and engagement by giving them greater autonomy and control over their work. This is supported by Dewey (2011) who commented that when employees are empowered to take ownership of their work and make decisions about how and where to work, they feel trusted, valued, and respected. According to Makin and McDonald (2000), when employees feel better, they are likely to be more productive and engaged at work. This means that employees who are able to manage their personal responsibilities without sacrificing their work responsibilities tend to be more loyal and committed to their employers. The findings of the study concur with Boomer et al (1995) who cemented that when organizations offer flexible working contracts, they can attract top talent who might otherwise be reluctant to work for a more traditional organization.

### 4.4.2 Headhunter’s coping with the challenges of contract employment

On this question, the researcher wanted to find out how Headhunter’s is coping with the challenges of contract employment. As a result the researcher presented the respondents with some ways of coping with the challenges of contract employment and tasked them to determine the extent to which they agree that effective on-boarding and training programs, clear communication of expectations, providing ongoing support and feedback, partnering with staffing agencies and incorporating contract employees into the organization's culture by providing opportunities are the ways in which Headhunter’s is coping with the challenges of contract employment.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **STATEMENTS** | **SA** | **A** | **N** | **D** | **SD** | **Total %** |
| 1.Effective on-boarding and training programs | **24** | **4** | **1** | **0** | **1** | **100%** |
| 2.clear communication of expectations | **22** | **8** | **0** | **0** | **0** | **100%** |
| 3.providing ongoing support and feedback | **15** | **15** | **0** | **0** | **0** | **100%** |
| 4.partnering with staffing agencies | **18** | **8** | **0** | **0** | **4** | **100%** |
| 5.incorporating contract employees into the organization’s culture | **14** | **11** | **1** | **2** | **3** | **100%** |

***Collected Data Source: April, 2023***

The majority of the respondents being represented by twenty-four (24) which translates to 80% agreed that effective on-boarding and training programs are the major ways in which Headhunter’s is coping with the challenges of contract employment Twenty-two respondents who translate to 73% indicated that clear communication of expectations is the major way in which Headhunter’s is coping with the challenges of contract employment. Fifteen participants being represented by 50% indicated that providing ongoing support and feedback way in which Headhunter’s is coping with the challenges of contract employment. Eighteen participants who translate to 60% indicated that partnering with staffing agencies whilst fourteen participants being represented by 47% indicated that incorporating contract employees into the organization's culture by providing opportunities are the ways in which Headhunter’s is coping with the challenges of contract employment. The researcher suggests that, the respondents who disagree were not versed on ways of coping with the challenges of contract employment whilst the majority were very much aware. The findings of the study agree with the study by Hirsch and Mueller (2012) who indicated that organizations can make an effort to incorporate contract employees into the organization's culture by providing opportunities for them to connect with colleagues and learn about the organization's values, mission, and goals. This can help them feel more connected to the organization and their colleagues, leading to better collaboration and productivity. The findings of the study also agree with the study by Damiani and Pompei (2010) who cemented that organizations can provide ongoing support and feedback to contract employees to ensure that they feel valued and are able to deliver high-quality work. According to Hirsch and Mueller (2012), many organizations partner with staffing agencies to manage their contract employees. This means that staffing agencies can handle administrative tasks such as payroll, benefits, and legal compliance, which can help organizations focus on their core business activities. The findings of the study also agree with Bommer et al (1995) who highlighted that clear communication of expectations can help contract employees understand their role and responsibilities within the organization, and what is expected of them in terms of work quality and deadlines. Therefore, from the findings, the researcher can simulate that Headhunters is presenting some effective ways of coping with the challenges of contract employment.

### 4.4.3 Resolutions in place to address the challenges associated with employee performance

On this question, the researcher wanted to find out if there are any resolutions in place to address the challenges associated with employee performance. As a result, the researcher tasked the respondents to determine the extent, to which they can agree that performance management system, training and development opportunities, clear communication, incentives and rewards, use of technology are some of the resolutions in place to address the challenges associated with employee performance.

***Collected Data Source: April, 2023***

The total number of twenty respondents who translates to 67% strongly agrees that performance management system is the major resolutions in place to address the challenges associated with employee performance. Six respondents who translate to 20% agree that training and development opportunities are one of the resolutions in place to address the challenges associated with employee performance. Three respondents who translate to 10% indicated that clear communication is a resolution in place to address the challenges associated with employee performance whilst 1 respondent who translate to 3 % indicated that incentives and rewards is a resolution in place to address the challenges associated with employee performance. The findings of the study agree with the study by Damiani and Pompei (2010) who highlighted that a performance management system can help organizations identify and address performance issues by setting clear expectations, tracking progress, and providing feedback. Also, according to Damiani and Pompei (2010), it is important for organizations to clearly communicate performance expectations to their employees, and provide regular feedback and coaching to ensure that employees understand what is expected of them and how they can improve their performance. In relation to the study findings, Parker, Griffin and Sprigg (2002) simulated that organizations can offer training and development opportunities to help employees improve their skills and knowledge, and ultimately enhance their performance. The findings of the study also agree with the comments by Hirsch and Mueller (2012), who indicated that whether being a contract employee or permanent employee, incentives and rewards can be used to motivate employees to perform well. From the findings, the researcher can deduce that to address the challenges associated with employee performance, performance management system, training and development opportunities, clear communication, incentives and rewards, use of technology are some of the resolutions.

## 4.5 Chapter summary

The chapter simulated the response rate which reveals the data of instruments which were disseminated, retorted to and those that was returned. This chapter presented information by means of pie-charts, bar graphs, tables together with descriptive statistics. Therefore, it is in this chapter where the demographic information concerning population of the study and samples were unquestionably presented hence the subsequently chapter will be dwelling on the summary, conclusion and recommendations of the findings of the study.

# CHAPTER FIVE

# SUMMARY, CONCLUSION AND RECOMMENDATION

## 5.0 Introduction

This part presents the rundown, ends and proposals emerging out of the examination discoveries in the past section and recommends regions for additional review. The thrust of the study was to assess impact of flexible working contracts on employee behaviour and performance the case study of Headhunters International. The study specifically focused on how flexible working contracts impact Headhunter’s productivity, how Headhunter’s is coping with the challenges of contract employment and resolutions in place to tackle confront connected with employee performance. However, the study has produced a number of outcomes that are consistent with previous research findings and the existing body of literature. Additionally, the chapter offers recommendations and suggestions for additional research.

## 5.1 Summary of the findings

### 5.1.1 Flexible working contract impact on Headhunters productivity

The findings of the study indicated thatflexible working contracts impacts Headhunters productivity by attracting and retaining talent, enhancing motivation and engagement, adapting to changing circumstances, reducing costs and diversifying teams. The findings agree with findings by Connelly and Gallagher (2004), who presented that flexible working contracts can enhance employee motivation and engagement by giving them greater autonomy and control over their work. This is supported by Dewey (2011) who commented that when employees are empowered to take ownership of their work and make decisions about how and where to work, they feel trusted, valued, and respected. According to Makin and McDonald (2000), when employees feel better, they are likely to be more productive and engaged at work. This means that employees who are able to manage their personal responsibilities without sacrificing their work responsibilities tend to be more loyal and committed to their employers. The findings of the study concur with Boomer et al (1995) who cemented that when organizations offer flexible working contracts, they can attract top talent who might otherwise be reluctant to work for a more traditional organization.

### 5.1.2 Headhunter’s coping with the challenges of contract employment

The findings of the study highlighted that effective on-boarding and training programs, clear communication of expectations, providing ongoing support and feedback, partnering with staffing agencies and incorporating contract employees into the organization's culture by providing opportunities are the ways in which Headhunter’s is coping with the challenges of contract employment. The findings of the study agree with the study by Hirsch and Mueller (2012) who indicated that organizations can make an effort to incorporate contract employees into the organization's culture by providing opportunities for them to connect with colleagues and learn about the organization's values, mission, and goals. This can help them feel more connected to the organization and their colleagues, leading to better collaboration and productivity. The findings of the study also agree with the study by Damiani and Pompei (2010) who cemented that organizations can provide ongoing support and feedback to contract employees to ensure that they feel valued and are able to deliver high-quality work. According to Hirsch and Mueller (2012), many organizations partner with staffing agencies to manage their contract employees. This means that staffing agencies can handle administrative tasks such as payroll, benefits, and legal compliance, which can help organizations focus on their core business activities. The findings of the study also agree with Bommer et al (1995) who highlighted that clear communication of expectations can help contract employees understand their role and responsibilities within the organization, and what is expected of them in terms of work quality and deadlines. Therefore, from the findings, the researcher can simulate that Headhunters is presenting some effective ways of coping with the challenges of contract employment.

### 5.1.3 Resolutions in place to address the challenges associated with employee performance

The findings of the study showed that performance management system, training and development opportunities, clear communication, incentives and rewards, use of technology are some of the resolutions in place to address the challenges associated with employee performance. The findings of the study agree with the study by Damiani and Pompei (2010) who highlighted that a performance management system can help organizations identify and address performance issues by setting clear expectations, tracking progress, and providing feedback. Also, according to Damiani and Pompei (2010), it is important for organizations to clearly communicate performance expectations to their employees, and provide regular feedback and coaching to ensure that employees understand what is expected of them and how they can improve their performance. In relation to the study findings, Parker, Griffin and Sprigg (2002) simulated that organizations can offer training and development opportunities to help employees improve their skills and knowledge, and ultimately enhance their performance. The findings of the study also agree with the comments by Hirsch and Mueller (2012), who indicated that whether being a contract employee or permanent employee, incentives and rewards can be used to motivate employees to perform well. Basing on the findings, the researcher can deduce that to address the challenges associated with employee performance, performance management system, training and development opportunities, clear communication, incentives and rewards, use of technology are some of the resolutions.

## 5.2 Conclusion

### 5.2.1 Flexible working contract impact on Headhunters productivity

The findings of the study indicated thatflexible working contracts impacts Headhunters productivity by attracting and retaining talent, enhancing motivation and engagement, adapting to changing circumstances, reducing costs and diversifying teams.

### 5.2.2 Headhunter’s coping with the challenges of contract employment

The findings of the study highlighted that effective on-boarding and training programs, clear communication of expectations, providing ongoing support and feedback, partnering with staffing agencies and incorporating contract employees into the organization's culture by providing opportunities are the ways in which Headhunter’s is coping with the challenges of contract employment.

### 5.2.3 Resolutions in place to address the challenges associated with employee performance

The study's findings showed that a performance management system, opportunities for training and development, clear communication, incentives and rewards, and technology use are some solutions to the problems with employee performance.

## 5.3 Summary of the study

The study sought to establish theimpact of flexible working contracts on employee behaviour and performance at Headhunters International. The study specifically focused on how flexible working contracts impact Headhunter’s productivity, how Headhunter’s is coping with the challenges of contract employment and resolutions in place to address the challenges associated with employee performance. This research was guided by Vroom’s Expectancy theory by Vroom (1964) and Equity theory by Adams (1965) as the theoretical framework. This study adopted the positivist paradigm hence the quantitative research methodology (questionnaires) was applied in the gathering of data at Headhunters. The simple random sampling method was utilised in picking 30 participants from Headhunters. The findings indicated that thatflexible working contracts impacts Headhunters productivity by attracting and retaining talent, enhancing motivation and engagement, adapting to changing circumstances, reducing costs and diversifying teams. The findings highlighted that effective on-boarding and training programs, clear communication of expectations, providing ongoing support and feedback, partnering with staffing agencies and incorporating contract employees into the organization's culture by providing opportunities are the ways in which Headhunter’s is coping with the challenges of contract employment. The findings also simulated that performance management system, training and development opportunities, clear communication, incentives and rewards, use of technology are some of the resolutions in place to address the challenges associated with employee performance.

## 5.4 Recommendation

* The main significant proposal is that businesses, prior to executing any flexible working contracts, first adjust these potential practices to the association's essential objectives.
* Flexible working contract policies and an investigation into employee-pleasing practices that employees believe would boost performance should be conducted by businesses. However, the recommendation is to investigate the efficacy of flexible working contract practices and take into account employee feedback if they are already in place. In order to improve employee performance, businesses should be willing to make adjustments and modifications if necessary.
* The study recommended on the use of temporary contract more on organization as one strategy of flexi work. Temporary contracts are a source of cheap labour as well as source of temporary employees. In areas that are very important and essential flexible working contract should be implemented to save costs.

## 5.5 Recommendation of further study

The study suggested that the impact of a flexible working arrangement on employee performance should be evaluated. Additionally, other factors that influence employee performance ought to be evaluated. Through the most effective employment strategy, it is essential to maintain a healthy and content workforce in order to guarantee high production.

## 

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**Appendix A Research Questionnaire**

My name is Shantell Kaseke, a fourth year student at Bindura University doing Honours Degree in Human Resource Management. The research seeks to find out the impact of flexible working contracts on employee behaviour and performance at Headhunters International. You are therefore kindly requested to respond and complete the questionnaire in a frank and honestly way. Confidentiality and privacy is assured as no names and will be needed in responding to the questionnaires. The information obtained will be used for academic purposes only. Your cooperation will be kindly appreciated.

**Section A- Demographics**

Please indicate your answer by putting a tick in the appropriate box

**1) Gender**

|  |  |  |  |
| --- | --- | --- | --- |
| **Male** |  | **Female** |  |

**2)Age group**

|  |  |
| --- | --- |
| Below 25 years |  |
| 26-35 years |  |
| 36-45 years |  |
| 46-55 years |  |
| 55 years and above |  |

**3)Educational Qualifications**

|  |  |
| --- | --- |
| O’ Level n below |  |
| A’ Level |  |
| Diploma |  |
| Degree |  |
| Others(specify) |  |

**4) Years of working experience**

|  |  |
| --- | --- |
| 5 years and below |  |
| 6 – 10 years |  |
| 11 – 15 years |  |
| 16 – 20 years |  |
| 21 years and above |  |

**5) Marital Status**

|  |  |
| --- | --- |
| Single |  |
| Married |  |

**SECTION B**

Indicate the extent to which you agree with the following statements byapplying the following response codes (KEY)**:**

**Strongly Agree-(S) Disagree-(D) Agree-(A) Strongly Disagree-(SD) Neutral-(N)**

**6) Flexible working contracts impacts Headhunters productivity**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Flexible working contracts impacts** | **SA** | **A** | **N** | **D** | **SD** |
| 1.There is attraction and retain of talent in the organisation |  |  |  |  |  |
| 2.Are you motivated at work |  |  |  |  |  |
| 3.Costs are being reduced by flexible working contracts |  |  |  |  |  |
| 4.Do you think flexible working contracts ensures the adoption to changing circumstances |  |  |  |  |  |

**7) Ways in which Headhunter’s is coping with the challenges of contract employment**

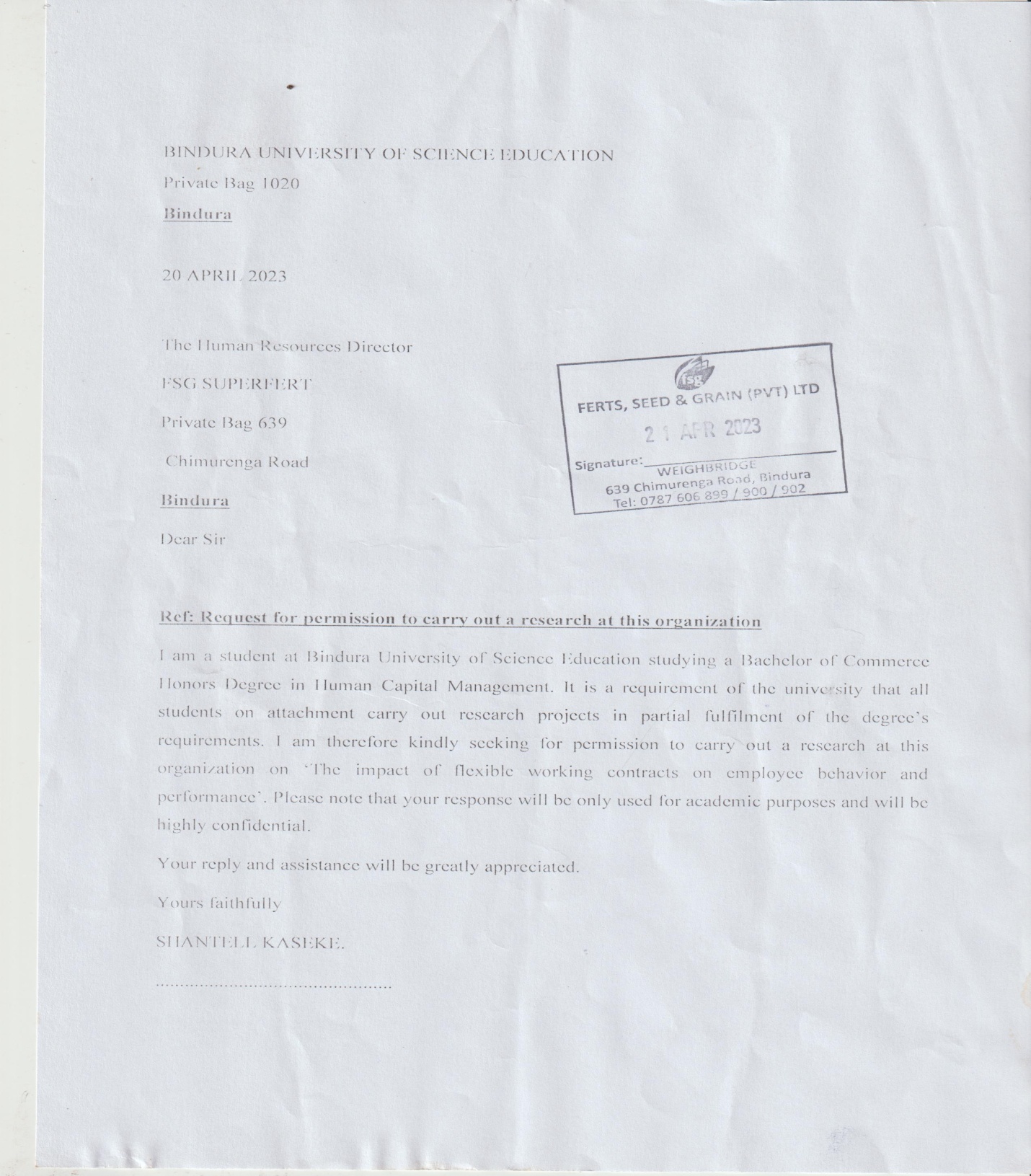
|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **WAYS** | **SA** | **A** | **N** | **D** | **SD** |
| 1.Effective on-boarding and training programs |  |  |  |  |  |
| 2.clear communication of expectations |  |  |  |  |  |
| 3.providing ongoing support and feedback |  |  |  |  |  |
| 4.partnering with staffing agencies |  |  |  |  |  |
| 5.incorporating contract employees into the organization's culture |  |  |  |  |  |

**8) The resolutions in place to address the challenges associated with employee performance**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Resolutions** | **SA** | **A** | **N** | **D** | **SD** |
| 1. Performance management system |  |  |  |  |  |
| 2. Training and development opportunities |  |  |  |  |  |
| 3. Clear communication |  |  |  |  |  |
| 4. Incentives and rewards |  |  |  |  |  |
| 5. Use of technology |  |  |  |  |  |

***Thank you for participating***

**Appendix 2 Research cover letter**

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