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## **FLEXIBLE WORKING ARRANGEMENTS (FWAS) AND ORGANIZATIONAL PERFORMANCE: AN EMPIRICAL COMPARATIVE ANALYSIS OF PRODUCTION COMPANIES**

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### **ABSTRACT**

This comparative analysis seeks to ascertain the extent to which Flexible Working Arrangements FWAs have been adopted in the Nigerian work environment and equally uncover if the acclaimed efficacy of these Flexible Working Arrangements in ensuring sustained optimal performance is as realistic in the Nigerian work environment as it is in advanced countries using two production companies, Nigeria Bottling Company NBC- a multi-national company and Camela Vegetable Oil Company- an indigenous company as focal points. The survey research design with questionnaire and interviews as instruments of primary data collection and library research for secondary data was used for the study. The research hinges on Self Determination Theory with simple percentages used for data analysis and chi-square for testing hypothesis. Research findings showed that Flexible Working Arrangements (FWAs) are not yet being practiced in these organizations of study thus they are yet to start harnessing the immense benefits of flexibility in work. It is recommended that organizations should re-strategize by upturning some of their archaic and obsolete operational policies and imbibing new ones like the flexible work arrangements which are in accord with current contemporary global practices.

**Keywords:** Flexible Working Arrangements (FWAs), Organizational Performance, Self Determination Theory, Flexitime, Work-Life Balance (WLB).

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### **INTRODUCTION AND BACKGROUND TO THE STUDY**

Rising unemployment and increased competition coupled with major socio-demographic changes such as increasing numbers of women in the workforce, employees with families in the workplace, ageing work force as well as dual-career households, and work-leisure time expectations are some of the realities of today's workplace, society and economy. Employees being the bedrocks and most valuable assets that organizations have at hand, are frequently saddled with the burden of how to distribute their time among several competing needs such as attending to family issues, socio-political events and many other activities as well as attaining the goals of the organizations that employed them (Austin-Egole, Iheriohanma, & Nwokorie, 2020). Contemporary workers prefer the flexibility and ability to control their work schedule and activities which differ from the typical pattern of arriving at the workplace by 8am and leaving at 4pm daily, and are amended in accordance with personal or familial needs (Austin-Egole, Iheanacho, Ezeji, & Okafor, 2021). Hence, they need working arrangements that are flexible enough to allow them take care of these responsibilities with minimal conflict.

Globalization with the aid of advancement in Information and Communication Technologies (ICTs) has facilitated rapid changes in the world of work, characterised by a new trend of working arrangements. The covid-19 pandemic which just recently held the whole world to a stand-still equally contributed to the popularization of these new working arrangements known as Flexible Work Arrangements (FWAs) which make it possible for employees to be able to work anytime and from anywhere. Orishede and Ndudi (2020) posit that flexible work arrangements are those employment arrangements that permit employees to change, their work schedule, the number of hours they work or the location where they do their work, or to take leave from work, either on a permanent or temporary basis, to meet responsibilities outside of work. Stavrou, (2005) lists relevant FWA to include: flexible working hours, flexi-time, part-time work, overtime, job sharing, teleworking, shift and weekend work, paid parental leave, annual hours, temporary work, annual hours' contracts, flexible leave arrangements, choice of rosters and shifts, variable year employment, fixed-term contract subcontracting, compressed working weeks and working from home. Orishede and Ndudi (2020) equally aver that Flexible Work Arrangements (FWAs) are among the many Work-Life Balance (WLB) initiatives also referred to as family friendly workplace practices being advanced by many organisations in their bid to enable their employees reconcile their work life and family responsibilities. This is because these arrangements make it possible for workers to balance their working schedules to their family engagements like taking children to school and looking after the aging in society (Giannikis & Mihail, 2011).

The success of any contemporary organization in achieving its mission statements and objectives depends largely on her understanding of human nature and what works for her; which can be very simple, yet very complex. Organizations are expected to treat their employees in a manner that will make them satisfied with both their work and the life outside the workplace. This is because employees' performance affects team and organisational performance and they are likely to put in their best in work environments that afford them the opportunity of balancing their work-life and reducing or out rightly eliminating work-life conflict. Considering previous

studies that indicate that the way work is structured affects the performance levels of employees and work related outcomes (Essien & Edwinah, 2017; Linnoff, Smith & Smith, 2014; Smith, Smith & Brower, 2016), this research seeks to examine the extent to which Flexible Work Arrangements (FWAs) have been embraced in the Nigerian work environment and to fill in the yearning gap of ascertaining how flexitime, flexible shift and leaves relate to organizational performance using the NBC Plc Owerri and Camela Vegetable Oil Company Limited Owerri as focal points

### **Research Questions**

The research seeks to answer the following pertinent questions;

1. Are flexible working arrangements practiced in Nigeria Bottling Company Plc and Camela Vegetable Oil Company Ltd?
2. Are employees allowed flexitime as coordinated by the organizations?
3. Are employees allowed flexible shift as coordinated by the Organizations?
4. Is leave granted to employees by the organizations as the need arises
5. What recommendations can be proffered with regard to these emerging work trends to ensure improved, efficient and optimal performance?

### **Objectives of the Study**

The objectives of the study are;

1. To investigate if flexible working arrangements are practiced in Nigeria Bottling Company Plc and Camela Vegetable Oil Company Ltd.
2. To find out if employees are allowed flexitime as coordinated by the organizations.
3. To ascertain if employees are allowed flexible shift as coordinated by the organizations.
4. To find out if leave is granted to employees by the organizations as the need arises
5. To offer recommendations on means of ensuring effective and sustainable optimal performance vis-à-vis contemporary work practices in organizations.

### **Hypothesis**

H<sub>1</sub>: Flexitime has a significant positive effect on organizational performance.

## **LITERATURE REVIEW/CONCEPTUAL CLARIFICATIONS**

### **Flexible Work Arrangements (FWAs):**

Flexible work arrangements also known as non-standard or alternative work arrangements are primarily alternatives that permit an employee to work outside the traditional confines of a standard organization of work with regards to such paradigms as amount, distribution of working time and place of work (Austin-Egole, Iheriohanma, & Nwokorie, 2020). They are used to describe any role that does not conform with the conventional 8-to-4, five-day work week structure and include work arrangements, policies, practices, formal or informal, that deviate from standard employment involving fixed daily hours on the employer's premises (Gardiner & Tomlinson, 2009) and allows employees to vary when and where work is carried out (Maxwell, Rankine, Bell & MacVicar 2006). Kossek, Hammer, Thompson and Burke (2014) classify flexible work arrangements into four primary categories; time, location and connectivity, amount of work and continuity/time off. Flexibility in time gives employees choice on how the total weekly hours are spread out to manage non-work demands. Here, employees may work for longer hours for a few days, for instance, four 10-hours-days instead of the normal five 8-hour days. Employees can adjust their arrival and departure times to and from work within management parameters, to meet their personal needs (Avery & Zabel, 2001). This is to ensure that they are available during the core hours to help managers with the

coordination of meetings and supervision (Van Dyne, Kossek & Lobel, 2007). An example is Flextime - which according to ILO (2011) allows full-time workers to choose when to start and finish work as long as they are onsite during the core band hours, such as 10 a.m. to 3 p.m. Flexible shift works is another example and involves working outside of standard work hours oftentimes includes working at night which allows for uninterrupted production as workers are allowed to choose different time periods (shifts) to work during one day thus ensuring that the operations continue non-stop 24/7 (Smith, Folkard, Tucker & Evans, 2010). Others include job share, phased retirement, contract work, part time jobs and term time working.

Flexibility in location and connectivity also known as telework or flexplace, enables employees to work at locations different from the main worksite, while electronically communicating with the organization and clients with the aid of Information and Communication Technologies (ICTs) (Kossek & Michel, 2011) which makes it possible for employees to engage in regular tele- interactions with work colleagues, while reducing both the commuting time and the need to acquire urban office space. It includes telecommuting, home-based telework, satellite offices or neighbourhood work centers (Valenduc & Vendramin, 2001). Austin-Egole, et al, (2021) highlight part-time, reduced-load work and job-sharing as examples of flexibility in amount of work. In part-time work, employees accept to work for fewer hours weekly than the standard workweek (Zeytinoglu, Cooke, & Mann, 2009). Reduced-load work involves working less than the standard full-time with corresponding reduction in pay (Lee, MacDermid & Buck, 2000) while job-sharing involves two employees working in such a way that their joint weekly work hours corresponds to the standard week working hours of one employee (Kottey & Sharma, 2016).

Flexibility in work continuity and time off are those forms of flexible work arrangements that allow for short-term breaks in employment without one losing his job (Etzion, 2003) and includes leaves and sabbaticals, vacation and sick time, comp time and career. Organizations usually pay for the time off and employees can make requests for leaves for various reasons such as military service, educational or family activities, travel or helping with family related matters. Employers support leaves so that their employees can acquire improved skills and competences, attend to care giving and health demands as well as prevent burnout as they come back to work refreshed and energized. Some forms of leaves include parental Leave, career's leave, emergency Leave, medical and paid family leave. Others are sick leave which is the official leave given to an employee to take time off from work to attend to their health needs without losing their pay (Ogueyungbo, Akinnusi, Igbinoba, Salau, Olokundun, & Falola, 2019) and study leave giving to an employee going through a study course that is approved by the employer. Sabbaticals are normally linked to academics and universities.

It is imperative to point out at this juncture that the impact of the of flexible working arrangements will not be effective felt if the arrangement is not supported by the culture of the organization (Austin-Egole, et al ,2021). By organizational culture it means that it is be imbedded in organizational structure, starting from the right job description and work policies. Organizational culture and support are very crucial for successful implementation of flexible work arrangement the resultant improved organizational performance.

### **Organizational Performance**

Austin-Egole and Iheriohanma (2020) noted that the concept of organizational performance, has been variously approached by different experts because of its exceedingly broad nature.

Agburu, Anza & Iyortsuun, (2017) aver that organizational performance is the output of the organization, the fact notwithstanding whatever criteria used in getting at it. Hence, organizational performance could be summarised as the process of achieving the organization's predetermined goals by increasing efficiency, quality, productivity, and profitability from both the customer and the organizational perspective. The performance of the employees is pivotal to achievement of optimal performance of any organisation given the fact that human resources constitute the most prized resources of the organisation (Orishede & Ndudi, 2020). Employee performance relates to how well workers behave in the workplace and perform job duties obligated to them (Donohoe, 2019). Organisations need highly performing employees not only to meet their goals but also in order to deliver the products and services they specialise in and ultimately to attain superior advantage over competitors. When employee performance is poor, an organisation may not be able to satisfy customers and this will negatively affect its sales, profits and company reputation.

The outcomes of FWA on organizational performance have been classified into two by Klindzic and Marić (2019) as financial performance and non- financial performance. absenteeism, turnover and retention are the most regularly studied non-financial performance variables with regards of flexible working arrangements. Battisti and Vallanti (2013) and Stavrou (2005) are in agreement that in workplaces without workplace flexibility options, employees try to improve their work-life balance by either calling in sick even when they are actually not or reducing the amount of work they do. Berkery, Morley, Tiernan, Purtill, and Parry (2017) aver that employees perceive employers who offer FWA as attentive to their needs and this inspires them to be more committed to their work, and eventually results in reduced levels of turnover, absenteeism and improved retention. In their independent studies Stavrou (2005) and McNall, Masuda and Nicklin (2010) attest that the availability of FWA in organizations actually decreases employee turnover. Some of the financial measures studied in relation to FWAs are profit, profitability, return on assets, productivity, return on investment and return on equity (de Menezes & Kelliher, 2011; Stavrou, 2005). Berkery et al. (2017) posited that Human Resources Management (HRM) practices that increase workforce flexibility are known to enhance productivity and innovativeness which eventually leads to increased financial performance manifested in increased profitability.

### **Work-Life Balance**

Integrating work and family is part of the major challenges faced in everyday reality of majority of workers. coordinating multiple divergent roles as individuals is even more daunting (Rothbard, Phillips & Dumas, 2015). Ideally, organisations are required to effectively integrate employees' work and non-work roles such that levels of multiple-role conflict, and the associated stress and job-dissatisfaction, are minimised or avoided (De Bruin & Dupuis, 2004). The ability to balance the incompatible inter-role pressures from the work and family domains is thus of paramount importance. Work-life balance is a relatively new concept that connotes a condition of equilibrium where the demand of a person's work equals that of his personal life. Muchiti and Gachunga (2015) see work-life balance in its broadest sense, as a satisfactory level of involvement or "fit" between the multiple roles in a person's life. This is based on their (Muchiti and Gachunga) inclination that paid work and personal life should be seen more like complementary than competing elements of life. Thus, work-life balance summarily involves people's ability to manage simultaneously the multifaceted demands of life.

The importance of effective management of employees' work-life balance has increased markedly over the past 20 years (De Bruin & Dupuis, 2004) and requires organisations to recognise and account for the array of non-work roles that impact their employees working-lives (Higgins & Duxbury, 2005). Purcell (2002) avers that organisations interest in the management of the WLB is borne out of evidence that there is a clear relationship between the way people are managed and organisational performance. thus, the ability to offer effective WLB employment opportunities has become a source of competitive advantage. In attempts to achieve a WLB, some western organisations have adopted some policies such as on-site child-care facilities, on-site gymnasiums, telecommuting opportunities, and even on-site sleeping quarters for the employee and their family (Hacker & Doolen, 2003). all of which not only help to increase the flexibility with which employees can enact their work-roles but also simultaneously enables them to perform their family-based roles. Giving employees more control over their work life balance means they are more productive during each working hour. Provision of basic welfare facilities like the on-site- child-facilities can be very motivating especially now that a lot of organisations have women of child bearing age with infants. With their children hereby where they can be easily accessed by the mothers, the women can be more relaxed and concentrate on their work thus increasing performance

### **Theoretical Framework: Self Determination Theory (SDT)**

Deci and Ryan (2002) postulate that Self Determination Theory (SDT) is an important theory of motivation and personality that addresses three universal innate and psychological needs: Competence, Psychological Relatedness and Autonomy. The theory argues that meeting of these universal needs will help people to function and grow optimally. While competence seeks to control the outcome and experience mastery, Psychological Relatedness is the universal want to interact, be connected to, and experience caring for others and Autonomy is the universal urge to be causal agent of one's integrated self (such as part time working and freelancing). Furthermore, the theory proposes that people prefer to feel they have control over their actions, to the extent that anything that makes a previously enjoyed task appear more like an obligation than a freely chosen activity will undermine motivation (Deci & Ryan, 2002). Self determination theory is chosen as the theoretical framework of this study because it is one of the contemporary theories of motivation and represents the current state of thinking– that when employees get the feeling of fulfillment as a result of engaging in the work they love doing, they are satisfied with their jobs, feel like they fit into their organization better and may perform better (Bono & Judge 2003). Thus, employees who feel what they do is within their control as a result of free choice are likely to be committed to both their work and their employers (Meyer, Becker and Vandenberghe, 2004). In view of this, this research will seek to find out if flexible working arrangements such as flexi-time, flexible shift and leave which give employees freedom of choice of when to work are practiced in Nigeria Bottling Company Plc Owerri and Camela Vegetable Oil Company and their effects on organizational performance.

## **RESEARCH METHODOLOGY**

### **Research Design**

For the purpose of this study, the survey design was used to obtain relevant data. In a survey study, the questionnaire and interviews were utilized to collect data across the research elements/population.

### Area of Study

The study was conducted at the Nigerian Bottling Company Plc, Owerri Plant located at the New Industrial Layout and Camela Vegetable Oil Company Ltd both located at the New Industrial Layout, Onitsha Road, Owerri, Imo- State Nigeria. Both companies have production of goods as their primarily focus. The Nigeria Bottling Company (NBC) Plc produces Fanta, Coca-Cola, Sprite, Eva water, Schweppes, Five Alive Fruit Juice, Monster, Predator and Cappy Fruit Juice. (Company's Corporate Profile, 2019) while Camela Vegetable Oil Company Limited is an indigenous company involved in the production of palm kernel oil and palm kernel cake. While the palm kernel cake is sold to producers of animal feed and solvent extractors, the palm kernel oil is further processed to produce a vegetable oil - as Camela Vegetable Oil and fatty acid which are sold to soap producers (Company's Corporate Profile, 2019).

### Population and Sampling Procedure

The population of study is 924 (comprising of 404 permanents and 400 temporary staff of the NBC and 120 staff of Camela Vegetable Oil Company Limited which). (See Table i). The population of Camela Vegetable Oil Company Ltd was considered not too large to be sampled. for the NBC, 303 which is three quarters (3/4) of the permanent staff population plus 200 which is half (1/2) of the temporary staff population amounting to 503 is the sample size and is regarded as representative of the staff population of 804. instruments of primary data collection were the questionnaire and interview. Multistage sampling involving stratified, quota and random sampling methods were adopted to ensure that the appropriate number of respondents are sampled for the various departments. the heads of the various departments of both organizations were interviewed (six departments in NBC Plc and five departments in Camela Vegetable Oil Company Ltd). The Likert 5point scale with options weighted as; i. Strongly agree 5 ii. Agree 4 iii. Undecided 3 iv. Disagree 2 v. Strongly disagree 1 was used in the construction of close-ended questions for easy interpretation. The Close-ended questions were used to ensure reliability. The questionnaire was self-administered at about noon on a working day through the heads of the various departments to reduce the incidence of un-returned questionnaire.

Table 1

*Population of Employees of Nigerian Bottling Company Owerri Plant and Camela Vegetable Oil Company Limited According to Departments*

Department	NBC Permanent	NBC Temporary	Total	CAMELA
Production	138	193	331	62
Haulage	20	34	54	-
Administration	-	-	-	24
Warehousing & Distribution	33	61	94	-
Sales & Marketing	167	103	270	12
Finance	30	-	27	12
HR	16	9	20	10
Total	404	400	804	120

Source: NBC Employee's Distribution Chart from CCHBC Nigeria Intranet and Camela Vegetable Oil Company Limited s Corporate Profile.

Table 1 above shows the population of Nigeria Bottling Company Owerri Plant and Camela Vegetable Oil Company Limited.

Table 2  
*Stratified / Quota Sampling Size for NBC Plc Owerri*

Departments	Permanent	Temporary	Total
Production	104	97	201
Haulage	15	17	32
Warehousing & Distribution	27	30	57
Finance	20	-	20
HR	12	5	17
Sales & Marketing	125	51	176
Total	303	200	503

Source: Field Work, 2019

Table 2 above shows the stratified/quota sampled size from the departments of NBC for the study.

### Method of Data Analysis

The percentage distribution is used as technique for quantitative data analysis to determine the proportion of respondents to the various responses. The chi-square ( $\chi^2$ ) statistics was used to test the hypotheses of the study. It is given by the formula:

$$\chi^2 = \sum \frac{(O-E)^2}{E}$$

Where:

$\chi^2$  = Chi-squared,  $\sum$  = Sum of, E = Expected frequency, O = Observed frequency (Kelley and Donnelly, 2009). In testing the significance of the chi-square ( $\chi^2$ ), due consideration was given to the degree of freedom and the level of significance.

df = (r - 1) (c - 1) (for a multivariate case) and df = K-1 for a one variable case) (Kelley and Donnelly, 2009) is the formula used for calculating the degree of freedom (df)

Where

df = degree of freedom, r = number of rows, c = number of columns, K= number of categories and 1 is constant. As for the Alpha level of significance, this study assumed  $\alpha = 0.05$  significance level in the testing of the hypotheses

## RESULTS AND DISCUSSION

### Presentation of Data

Table 3  
*Distribution and Return Rate of Questionnaire*

QUESTIONNAIRE	NBC PLC			CAMELA	TOTAL
	PER	TEM	TOTAL		
Questionnaire distributed	303	200	503	120	623
Questionnaire returned	284	186	470	110	580
Questionnaire not returned	19	14	33	10	43
% of questionnaire returned	94	93	93.5	92	93
% of questionnaire not returned	6	7	6.5	8	7

Source: Field Work, 2019

“PER” and “TEM” as used in the table above and in other subsequent tables represents respondents from the permanent and temporary staff of NBC Plc Owerri while TOT and NO. represent total and number respectively. Table iii shows that out of 623 copies of questionnaire distributed, 470 were returned in Nigerian Bottling Company Plc, representing 93.5%, while 110 representing 92% were returned in Camela Vegetable Oil Company Limited, Owerri. Thus, 580 copies of questionnaire representing 93% were returned implying that there was a high



return rate of the questionnaire. The analysis of data collected was made based on this figure of returned questionnaire

Table 4  
*Background Characteristics of Respondents*

CATEGORY	OPTION	NBC PLC						CAMELA		SEX		TOTAL	
		PER	(%)	TEM	(%)	TOT	(%)	NO.	(%)	M	F	Total	(%)
Sex	Male	220	77.5	70	37.6	290	61.7	80	72.7	370	-	370	63.8
	Female	64	22.5	116	62.4	180	38.3	30	27.3	-	270	210	36.2
	<b>TOTAL</b>	<b>284</b>	<b>100</b>	<b>186</b>	<b>100</b>	<b>470</b>	<b>100</b>	<b>110</b>	<b>100</b>	<b>370</b>	<b>210</b>	<b>580</b>	<b>100</b>
Age	20& Below	62	21.8	59	31.7	121	25.7	-	-	91	30	121	20.9
	21-30	91	32.0	83	44.6	174	37.1	-	-	92	82	174	30.0
	31-40	90	31.7	44	23.6	134	28.5	70	63.6	127	77	204	35.2
	41-50	30	10.6	-	-	30	6.4	20	18.2	40	10	50	8.6
	Above 50	11	3.9	-	-	11	2.3	20	18.2	20	11	31	5.3
	<b>TOTAL</b>	<b>284</b>	<b>100</b>	<b>186</b>	<b>100</b>	<b>470</b>	<b>100</b>	<b>110</b>	<b>100</b>	<b>370</b>	<b>210</b>	<b>580</b>	<b>100</b>
Marital Status	Single	131	46.1	59	31.7	190	40.4	10	9.1	119	81	200	34.5
	Married	153	53.9	127	68.3	280	59.6	100	90.9	251	129	380	65.5
	<b>TOTAL</b>	<b>284</b>	<b>100</b>	<b>186</b>	<b>100</b>	<b>470</b>	<b>100</b>	<b>110</b>	<b>100</b>	<b>370</b>	<b>210</b>	<b>580</b>	<b>100</b>

Source: Responses from section A of the questionnaire

Table 4 above contains the response information on section A of the questionnaire. It reveals that a greater percentage of the respondents, 63.8%, are males, while 36.2% are females. Those 20 years and below make up 20.9% of the respondents while 5.3% are for those above 50 years. Majority of the respondents (35.2%) are within the 31- 40 years' age bracket implying that most of the employees are in their youth.

Table 5  
*Responses on whether Employees are allowed Flexi-time to Choose their Work Time as Coordinated by the Organizations*

Options	NBC PLC						CAMELA		TOTAL	
	PER	%	TEM	%	TOT	%	NO.	%	TOT	%
Strongly Agree	-	-	-	-	-	-	-	-	-	-
Agree	15	5.2	11	5.9	26	5.5	-	-	26	4.4
Undecided	19	6.8	15	8.1	34	7.3	-	-	34	6.0
Disagree	178	62.6	117	62.9	295	62.7	30	27.3	325	56.0
Strongly Disagree	72	25.4	43	23.1	115	24.5	80	72.7	195	33.6
<b>TOTAL</b>	<b>284</b>	<b>100</b>	<b>186</b>	<b>100</b>	<b>470</b>	<b>100</b>	<b>110</b>	<b>100</b>	<b>580</b>	<b>100</b>

Source: Field work, 2019

It is evident from table 5 above that respondents from the two organizations are not allowed to choose their work time. While 87.2% of respondents from NBC Plc disagree that they are allowed to choose their work time, 100% of the respondents from Camela Vegetable Oil Company Limited Ltd also disagree. In all, 89.6% of the respondents disagree, 6% are undecided while 4.4% agree. This shows that these organizations are yet to imbibe flexitime as

an emerging trend in their organizations' operations. Thus, they are neither practicing flexitime nor reaping its benefits of helping to balance the work-life of the employees which improves organizational performance.

**Table 6**  
*Responses on whether Employees are Allowed Flexible Shift time to Choose their shift time as Coordinated by the Organizations*

Options	NBC PLC						CAMELA		TOTAL	
	PER	%	TEM	%	TOT	%	NO.	%	TOT	%
Strongly Agree	7	2.4	6	3.2	13	2.7	-	-	13	2.2
Agree	83	29.2	37	19.9	120	25.5	-	-	120	20.7
Undecided	14	5.1	23	12.4	37	8.0	9	8.2	46	8.5
Disagree	149	52.4	55	29.6	204	43.4	51	46.4	256	44.1
Strongly Disagree	31	10.9	65	34.9	96	20.4	50	45.4	142	24.5
<b>TOTAL</b>	<b>284</b>	<b>100</b>	<b>186</b>	<b>100</b>	<b>470</b>	<b>100</b>	<b>110</b>	<b>100</b>	<b>580</b>	<b>100</b>

Source: Field work, 2019

Table 6 shows that 63.8% of the respondents from NBC Plc disagree that the organization allows them to choose their shift time while 91.8% of respondents Camela Vegetable Oil Company Limited equally disagree. In total 68.6% of the respondents disagree, 22.9% agree and 8.5% are undecided.

**Table 7**  
*Responses on whether Employees are Allowed to Choose their Leave as the need arises as Coordinated by the Organizations*

Options	NBC PLC						CAMELA		TOTAL	
	PER	%	TEM	%	TOT	%	NO.	%	TOT	%
Strongly Agree	81	28.5	75	40.3	156	33.2	33	30.0	189	32.5
Agree	127	44.7	55	29.5	182	38.7	53	48.2	235	40.5
Undecided	22	7.7	9	5.0	31	6.7	7	6.4	38	6.7
Disagree	22	7.7	41	22.0	63	13.4	8	7.2	71	12.2
Strongly Disagree	32	11.3	6	3.2	38	8.0	9	8.2	47	8.1
<b>TOTAL</b>	<b>284</b>	<b>100</b>	<b>186</b>	<b>100</b>	<b>470</b>	<b>100</b>	<b>110</b>	<b>100</b>	<b>580</b>	<b>100</b>

Source: Field work, 2019

In table vii, 73.2%, 69.8% and 78.2% of the respondents from the permanent and temporary staff of NBC Plc and Camela Vegetable Company Ltd respectively agree that their organizations allow them to choose their leave as the need arises. On the whole, 73% of the respondents agree, 20.3% disagree, while 6.7% are undecided. This is a consensus opinion among the interviewees from both organizations about paternal leave. They all agree that only women are permitted a three-month maternal leave after putting to bed, paternal leave is not yet obtainable in their work organizations.

From Table 8, 49.6 % of the respondents from the permanent staff and 31.7% of the respondents from the temporary staff, both from NBC Plc and 8.1% of respondents from Camela Vegetable Oil Company Limited agree that flexitime improves organizational performance while 42.2% of the respondents from permanent staff, 64.4% of the respondents from temporary staff and 75.3% of the respondents from Camela Vegetable Oil Company Limited disagree.

Table 8

*Responses on whether Employees Choice of Work Time (flexitime) as Coordinated by their Organizations Improves Organizational Performance*

Options	NBC PLC						CAMELA		TOTAL	
	PER	%	TEM	%	TOT	%	NO.	%	TOT	%
Strongly Agree	104	36.6	38	20.4	142	30.2	-	-	142	24.5
Agree	37	13.0	21	11.3	58	12.3	9	8.1	67	11.5
Undecided	23	8.2	7	3.9	30	6.5	18	16.6	48	8.4
Disagree	98	34.5	81	43.5	179	38.1	41	37.2	220	37.9
Strongly Disagree	22	7.7	39	20.9	61	12.9	42	38.1	103	17.7
<b>TOTAL</b>	<b>284</b>	<b>100</b>	<b>186</b>	<b>100</b>	<b>470</b>	<b>100</b>	<b>110</b>	<b>100</b>	<b>580</b>	<b>100</b>

Source: Field work, 2019

From the response in Table 8 above, it is obvious that though these respondents are not allowed flexitime, yet 49.6 % and 31.7% of respondents from NBC Plc agree that flexitime will make the organization perform better. It implies that these respondents are aware of the efficacy of flexibility in directly balancing employees' work life and thus improving organizational performance.

Table 9

*Responses on whether there is Provision of Day-Care Facilities for Nursing Mothers as a Means of Work Life Balance*

Options	NBC PLC						CAMELA		TOTAL	
	PER	%	TEM	%	TOT	%	NO.	%	TOT	%
Strongly Agree	23	8.0	14	7.5	37	7.8	-	-	37	6.3
Agree	17	6.0	52	27.9	69	14.6	-	-	69	11.9
Undecided	32	11.4	6	3.4	38	8.3	10	9.1	48	8.4
Disagree	152	53.5	79	42.4	231	49.1	41	37.3	272	46.9
Strongly Disagree	60	21.1	35	18.8	95	20.2	59	53.6	154	26.5
<b>TOTAL</b>	<b>284</b>	<b>100</b>	<b>186</b>	<b>100</b>	<b>470</b>	<b>100</b>	<b>110</b>	<b>100</b>	<b>580</b>	<b>100</b>

Source: Field work, 2019

The above table 9 reveals that 74.6%, 61.2% and 90.9% of the respondents from the permanent and temporary staff of NBC Plc and Camela Vegetable Oil Ltd respectively disagree that there is provision of day care facilities for nursing mothers within the organizations' premises. In total, 73.4% of the respondents disagree, 17.9% agree while 8.4% are undecided. This shows that these organizations are yet to imbibe provision of day care centre as a means of work life balance. Some of those interviewed were of the opinion that they would prefer the maternity leave of nursing mothers to be extended rather than building day-care facilities within the organizations' premises. To them that facility will be more of a distraction to the women thus disrupting performance. This implies that the organization will have to lose a lot of work time and invariably this will mean decreased organizational performance of the female staff that are nursing. This is because the nursing mother will always take time out during work hours to go and check on the wellbeing of the infant she left behind.

## Test of Hypothesis

Table 10

### Computation of Chi-square Test of Hypothesis

Options	Observed Frequency O	Expected Frequency E	Deviation O – E	Deviation Squared (O – E) <sup>2</sup>	Deviation Squared and Weighted $\frac{(O - E)^2}{E}$
Agree	209	193.3	15.7	246.49	1.3
Undecided	48	193.3	-145.3	21112.1	109.2
Disagree	323	193.3	129.7	16822.1	87.0
<b>TOTAL</b>	<b>580</b>				<b>197.5</b>

Source: Field work, 2019

H<sub>1</sub>: flexitime has a significant positive effect on organizational performance.

H<sub>0</sub>: flexitime has no significant positive effect on organizational performance.

(Table vii was used to test hypothesis 4)

Level of significance: 0.05

df: 4

X<sup>2</sup> calculated: 197.5

X<sup>2</sup> table value: 9.488

Here, H<sub>0</sub> is rejected and H<sub>1</sub> accepted. This means that employees who have flexitime are more likely to be more productive than their counterparts who do not.

### Discussion of Findings

Analysis of data from the background information and characteristics of the respondents shows that 63.8% of the respondents are males while 36.2% of the respondents are females. This means that there is need to ensure that the peculiar needs of these female employees with regards to pregnancy and childcare should be taken into cognizance by organizations. From table ix, it is evident that provision of day-care facilities as means of work-life balance have not yet been integrated into the operations of these organizations of study. The tables reveal that 73.4% of the respondents disagree on the provision of day care facilities in the organizations premises. This shows that these organizations are yet to imbibe the provision of day-care facilities as a means of work- life balance and thus are yet to harness the benefits of working with an employee with balance work-life. While the employees enjoy being able to effectively manage multiple responsibilities at home, work and in the community without guilt or regret, the organization benefits include, but are not restricted to, getting and keeping the right staff, getting the best from staff, being an 'employer of choice' and most importantly improving performance. This is because costs associated with recruitment, training and absenteeism will reduce and employees will be more engaged, motivated and committed. Creation of work flexibility entails work-life balance in the organization; hence it should be encouraged for sustained high performance.

Though result of the test of hypothesis (Table x) shows that flexible work hours have a significant positive effect on organizational performance, results from tables v and vi where 89.6% of respondents disagree that they are allowed to choose coordinated flexitime and 68.6% equally disagree that they are allowed to choose flexible shifts are a true indication that these organizations have not yet started harnessing the immense benefits of FWAs in an organization like their counterparts in the Western world. Dalton and Mesch (1990) highlights the benefits

to include increased productivity, reduced absenteeism, reduced hostility towards management, reduced overtime expenses, reduced traffic congestion around work sites and increased autonomy and responsibility for employees, any of which may increase employee satisfaction and invariably performance. In contemporary times now, employees are continually seeking out organizations that are flexible and thus enable them choose the arrangement that suits their situation. Any organization that accomplishes this appears to have met the needs of the employees which will in turn raise the morale of the employees and improve motivation. The bottom line is that productivity and profit will be increased. Furthermore, flexibility is in tune with the proposition of the original authors of the self-determination theory which is that people prefer to feel they have control over their actions, to the extent that anything that makes a previously enjoyed task appear more like an obligation than a freely chosen activity will undermine motivation (Deci & Ryan, 2002). Individual choice of work time and benefits reflects control over actions. Therefore, there is need for organizations in Nigeria to imbibe the trend and allow their employees flexitime and shifts.

### **CONCLUSION AND RECOMMENDATION**

#### **Conclusion**

Globalization have brought changes in work trends and business practices with their attendant effects on organizational performance. This study has revealed that though some flexible work arrangements like flexitime and shift are yet to be put into practice in the organizations of study, employees of the organizations agree that its inculcation will enhance organizational performance. Thus, the study has added more credence to the research of other scholars, that flexible work arrangements have the potential of improving organizational performance if imbibed. In order for organizations to succeed, it is important that they invest in man and not in just a plan. Thus organizations should be mindful about the interest of their employees at all times to ensure that they have a choice in certain issues concerning them in the organization like their work-time and benefits. This, according to the self-determination theory, will give them the feeling that they have a relative measure of control over their affairs and motivate them for improved organizational performance. It is believed that this will make employees more satisfied with the organization, sustain organizational performance and increase profit.

#### **Recommendations**

It is recommended that both the government and organizations should re-strategize by upturning some of their archaic and obsolete operational policies and imbibing new ones like the flexible work arrangements which are in accord with current contemporary global practices.

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