

HARNESSING FLEXIBLE WORK ARRANGEMENT AS A FUNCTION OF ORGANIZATIONAL COMMITMENT OF MANUFACTURING FIRMS IN ASABA, DELTA STATE

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Abstract

The study investigated the effect of flexible work arrangement on organizational commitment using employees in manufacturing firms in Asaba, Delta State. For proper examination, the study considered work shift, off-time/flextime/rest period, long & short term leave which are the components of flexible work as the independent variables and their influence on organizational commitment which is the dependent variable. The survey was descriptive in nature, it used questionnaire as its sole instrument for data collection. The study was guided by four research questions and four hypotheses which were formulated by the researcher in line with the objectives of the study. The 25 items questionnaire was used to obtain data from the 50 health workers in the organization. Based on the analysis, the findings of the study revealed that flexible work arrangement has significant effect on organizational commitment, Significant relationship existing between working shifts/job sharing as a flexible work practice and organizational commitment, significant positive relationship existing between off-time/flextime/rest as a flexible work practice and organizational commitment and a positive relationship between exist between long & short term leave as flexible work schedule and organizational commitment. Based on literatures revealed and the findings of this study, it was concluded that flexible workplace arrangement practice is a favorable and good practice for health organization/hospital and any organization that want win the employees commitment and thus, recommended among others that, organizations especially in the hospital or health sector should inculcate more flexible work arrangement to enable staff have time for their family life.

Keywords: *Flexible Work Environment, Organizational Commitment, Job Sharing, Off-Time, Leave.*

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1. INTRODUCTION

The modern workplace has witnessed significant changes in recent years, particularly with the growing adoption of flexible work arrangements (FWAs). Flexible work arrangements, including remote work, flexible hours, compressed work weeks, and job-sharing, have become increasingly popular in both private and public sectors (Kossek & Thompson, 2016). These arrangements offer employees the autonomy to tailor their work schedules and locations to fit their personal lives, which has proven to enhance work-life balance and overall well-being (Chung & Van der Lippe, 2020). The adoption of FWAs is driven by technological advances, evolving employee expectations, and the need for organizations to attract and retain top talent in a competitive labor market (Cohen & Lichtenstein, 2018). For manufacturing firms in particular, the impact of FWAs on employee performance and organizational outcomes such as organizational commitment has garnered increasing attention. Organizational commitment, defined as the psychological attachment employees feel towards their employer, plays a crucial role in enhancing job satisfaction, reducing turnover, and boosting productivity (Meyer & Allen, 1991). Several studies suggest that employees who are allowed to work flexibly tend to have higher levels of commitment to their organizations, as they feel more trusted and valued (Gupta & Kumar, 2018).

In Asaba, Delta State, where manufacturing is a vital sector for economic growth, the effects of flexible work arrangements on organizational commitment are yet to be thoroughly explored. While FWAs are common in many sectors, there is a gap in understanding how these arrangements influence organizational commitment specifically in manufacturing firms, where the nature of work is often perceived to be more rigid and less conducive to flexible work options. The increasing trend of adopting FWAs in Nigerian companies, including those in Asaba, presents an opportunity to assess how these practices might impact employees' attitudes, engagement, and commitment. Research has shown that flexible work arrangements can lead to increased job satisfaction, lower absenteeism, and greater job involvement, all of which contribute to enhanced organizational commitment (Jung & Yoon, 2016; Choi & Lee, 2017). However, the implementation of FWAs in a manufacturing context may differ due to the hands-on, production-based nature of the work, making it crucial to investigate whether these outcomes hold true in such settings (Kelliher & Anderson, 2010). This study, therefore, seeks to examine the effect of flexible work arrangements on organizational commitment within selected manufacturing firms in Asaba, Delta State. Understanding these dynamics will

provide insights into how FWAs can be strategically implemented in the manufacturing sector to foster greater employee commitment and organizational effectiveness.

The Problem

In recent years, **flexible work arrangements (FWAs)** have gained significant attention as organizations seek to adapt to changing work environments and improve employee satisfaction, productivity, and retention. FWAs, which include options such as remote work, flexible hours, compressed work weeks, and job-sharing, have been linked to positive organizational outcomes, particularly in terms of employee **job satisfaction, work-life balance, and organizational commitment** (Chung & Van der Lippe, 2020). These arrangements have become a vital tool in attracting and retaining top talent, particularly in industries where employee well-being is critical to organizational success. However, in the context of **manufacturing firms in Asaba, Delta State**, the adoption and impact of flexible work arrangements remain relatively unexplored. Manufacturing firms typically operate in environments that demand hands-on, on-site work, often making it challenging to implement flexible work practices. As a result, the impact of FWAs on employee **organizational commitment** in this sector is not well understood. Organizational commitment, which refers to the emotional attachment and loyalty of employees to their organization, is essential for enhancing employee engagement, reducing turnover, and improving overall performance (Meyer & Allen, 1991).

Despite the increasing trend toward implementing FWAs in Nigeria, particularly in urban areas like Asaba, there is a gap in empirical research on how these arrangements affect organizational commitment in manufacturing firms. It is unclear whether flexible work arrangements in such settings lead to increased commitment, job satisfaction, or overall performance. Moreover, manufacturing firms in Asaba may face unique challenges in integrating FWAs due to the nature of the work, which is often structured and requires physical presence on the shop floor. Thus, this study seeks to address the gap in knowledge by examining the **effect of flexible work arrangements on organizational commitment** among employees in selected manufacturing firms in Asaba, Delta State. Understanding the relationship between FWAs and organizational commitment will help manufacturing firms in the region assess the potential benefits and challenges of adopting flexible work practices, ultimately contributing to better organizational performance and employee retention.

Study Objectives

1. examine the effect of work shift/ job sharing as flexible schedule on organizational commitment
2. examine the ways off-time/flextime/rest period as flexible working schedule impact on organizational commitment
3. examine the effect of long and short term leave on employee organizational commitment

Research Questions

1. What is the effect of work shift/ job sharing schedule on organizational commitment?
2. What is the level of relationship between off-time/flextime/rest period and organizational commitment?
3. What is the influence of long & short term leave on employee organizational commitment?

Research Hypotheses

H₀₁: There is no significant relationship between flexible work shift/ job sharing schedule and organizational commitment

H₀₂. There is no significant relationship between off-time/flextime/rest period and organizational commitment

H₀₃. There is no significant relationship between long and short term leave and organizational commitment

2. LITERATURE UNDERPINNING

Concept of Work flexibility and flexible work Arrangement

As we have said earlier that to be flexible means to be slack, not being too rigid, and uneasy to amend, but being easily modified to respond to altered circumstances, ready and able to change so as to adapt to different circumstances. And we have also referred to flexible work situation as a work situation which is not too rigid, which is modifiable to suit some circumstances that may arise. Scholars in their knowledge have tried to define the term differently. Workplace flexibility is referred to by Hastwell (2022) as the act of providing the conditions for employees

to thrive. According to the author, workplace flexibility is based on the idea that workers can be productive no matter when or where they perform their work. instead of enforcing a rigid workplace environment or schedule, workplace flexibility acknowledges individual needs and supports better work-life balance and employee well-being(Hastwell 2022). Scholars like Hill, Grzywacz, Allen, Blanchard, Mats-Costa, Shulkin, and Pitt-Catsouphe(2013) referred to flexibility of work as work options that permit flexibility in terms of ‘where’ work is completed (often referred to as telecommuting or flexplace) and/or ‘when’ work is completed. This they said is often referred to as flextime or scheduling flexibility.

Kossek and colleagues saw work flexibility as a workplace arrangement, practice or prevailing job characteristic in which employees have some degree of choice to control job flexibility over when, where, or how they conduct their work for work-life reasons(Kossek, & Thompson, 2015; Kossek & Michel, 2011). Flexible working arrangements according to Bijsterveldt (2015) are characterized by three working principles namely; contractual flexibility regarding employment contracts, spatial flexibility which includes employer or worker control and choice regarding the location of their work and temporal flexibility which employer and worker choice regarding the working hours.

Costa as cited in Bijsterveldt (2015) noted that flexible work arrangements can be viewed from two angles ‘the employers angle and the employees angle’. According to the author, employers of labours desire workers/employees to easily adapt themselves to changes in production and service systems due to market demands and technological and organizational changes, this is seen as company-oriented flexibility. While on the view of the employees, the author noted that Employees/workers perceives flexible working arrangements as a tool for them to improve the balance between their working and social life, to decrease working constraints and gaining autonomy in their work-individual-oriented flexibility(Costa in Bijsterveldt 2015). Similarly, Hill, Grzywacz, Allen, Blanchard, Matz-Costa, Shulkin, and Pitt-Catsouphe (2013) on their part viewed work flexibility from an organizational perspective and worker perspective. From perspective of an organizational they noted that flexible work arrangement is focused on how organizations adapt processes and features to align with changes in their external competitive environments, with concerns for workers a tangential focus. The worker perspective focuses on individual agency in the structure and culture of work, namely the degree employees have choice over where, when and for how long work is

conducted in order to allow employees the ability to control how these aspects of their job design interface with their non-work lives (Hill, Grzywacz, Allen, Blanchard, Matz-Costa, Shulkin, and Pitt-Catsouphe 2013).

It is noted that flexibility in working conditions brings about a justified transformation for standard working patterns in line with the consequences and aspects of workers. It is seen as an effective and beneficial agreed working arrangements between employers and employees in which flexible working hours, locations, patterns, and many other working contexts are included (Bhusan and Sar 2020)

Forms of flexible work Arrangement

Flexible work arrangement takes diverse forms as part time, overtime, long term leaves, job sharing, flexi-time and shift work as listed and discussed by Kossek, and Thompson, (2015) in their study:

Flexible scheduling of work hour. By this arrangement, Hastwell (2022) noted that employees can set their own hours, shifts, and break times, or could opt for a compressed workweek i.e., working full-time in four days instead of five. They are given the free option to make choices regarding the hours of work to match with other of their activities.

Flexible work arrangement of Job-Sharing. Job sharing arrangement is a form of regular part-time work where two people or more share the responsibilities of one full-time position and split the hours. Job sharing, sometimes known as work sharing is an employment arrangement where two or more people, are retained on a part-time or reduced-time basis to perform the same job. Job sharing can be appealing for workers who are looking to reduce their hours to provide care for someone at home, or who are simply looking for a lighter workload without quitting altogether.

Job-sharing as described by Kossek, & Thompson is an arrangement that allows multiple employees to share the responsibilities or demands of a single full-time job on a part-time basis to reduced-load work, this type of flexibility offers employees the ability to maintain employment while also accommodating non-work demands or events. This type of arrangement can also be beneficial for organizations in that the entirety of the responsibilities for a full-time position may be kept intact while retaining experienced employees. One of the primary challenges of job-sharing is the need for employees who share responsibilities to

carefully coordinate their tasks. it is a form of reduced load work and as such it shares many of the same drawbacks and benefits(Kossek, & Thompson, 2015).

Compressed workweeks by this a full-time work schedule and responsibilities workweeks are condense into fewer than five days per week or fewer than 10 days in two week. These types of arrangements offer employees more availability for non-work demands during what is traditionally work time (i.e., they have more non-work days than a traditional schedule). This can allow employees to take care of non-work demands that they may not be able to attend to on weekends (e.g., doctor appointments, home repair work). Organizations may find it cost effective to utilize compressed workweeks as they can save on electricity and other operating costs if employees are not at the main work site an additional day each week (but still maintain productivity)(Baltes in Kossek, & Thompson 2015).

Flextime: flextime as defined in Ivanauskaite (2015) is refer a policy in which the traditional fixed times that employees start and finish the working day are replaced by a framework or set of rules within which employees are allowed some freedom to choose their starting and quitting times. Flextime schedules allow employees to alter the start and end times to traditional schedules typically around a core time, thereby working the same weekly or daily hours as those of other regular full-time employees and can be formally implemented for whole workgroups or informally at the discretion of the supervisor. These types of arrangements allow employees more daily discretion over when they perform their work tasks relative to non-work demands, allowing them to better accommodate both (Kossek, & Thompson 2015).

Leave (long & short term) as form of flexible work arrangement in organization: in organization, leave whether short or long term refers to the time given by employer to employees to be off from work during normal working hours or otherwise which they are entitled to, by law, or by the work arrangement so contracted . Leave are in various forms and various levels of entitlement.

Leave can be in organizations can be in various forms which include:

Annual leave : which represent the times an employee is legally entitled to leave work,
Maternity leave/parental: This leave is the type of leave granted when a family has a newborn child i.e leave taken either before or after the birth, or both,

Sick Leave: this is the leave that is granted when an employee falls ill, whether for a day, weeks, or months depending on the severity of the illness.

Sabbatical Leave: This is the type of leave where an employee can take time off to pursue a passion, volunteer, or partake in some kind of project(personio HR team 2020).

Bereavement leave: this form of leave is for cases when an employee loses a loved one. It is a time off meant for grieving, taking care of the funeral, and the other responsibilities which come when someone dies. Most often, companies approve from one to several days of bereavement leave for their employees. In some countries, bereavement leave is mandatory, and in others it is not(Blaz, 2022).

Concept of work shift in organization: work shift as flexible work arrangement allows workers/employees to work outside traditional work hours, often at night. Flexible shifts, when implemented effectively, can enable organizations to become more 24/7, expanding worker availability for client demands and thereby potentially increasing productivity. Similarly, offering flexible shifts can allow organizations to conduct operations during nontraditional hours or motivate employees to work during peak demands. For example, Macys' offers employees a system called "My Schedule Plus" where workers can bid on hours and get more hours if they work schedules during peak customer seasons like the Christmas holidays according to Kossek & Thompson (2015).

Factors Necessitating Workplace Flexibility in Business Organizations

As said in Ivanauskaite (2015) that employers offer flexible work policies for many different reasons; life management motives and work-related motives. These were identified by Shockley and Allen (2012) as the broad categories of motive for flexible work arrangements. Life management motives are concerned the reason of flexible work arrangements creation that helps employees to manage both work and personal life at the same time. Typical instances of life management motives are altering one's schedule to take one's children to school or to run one's personal errands and studies confirm that desire to maintain work-life balance is indeed a major motivation for employees to use flexible work arrangements according to Shockley and Allen (2012).

The work-related motives behind employees' motivation to use flexible work arrangements indicated "that flexible work arrangements are used not only to maintain work-

life balance but also to increase personal productivity. For instance, to increase one's productivity, a person might choose to work in an office during the hours when the office is the most deserted or to work from a remote area, employees whose tasks are related to creativity and innovations might also choose to work not in a usually blank office but areas that inspire them. These examples show work-related motives for flexible work arrangements might be beneficial both for organizations and motivated employees''(Shockley & Allen 2012).

As noted by Bhusan and Sar (2020) flexible workplace arrangements is influenced by the satisfaction and demands of employees according to various situational contexts. According to the authors, organizations introduce flexible working arrangements in order to follow the recent trends of employees and attract the talent pool and thus, attracting candidates can be considered as a prime driving factor for introducing flexible working patterns in a company. The socio-demographic differences and distance between employers as well as employees, the improvement in communication, as well as information technology has been considered as a major driving factor for the introduction of flexible working patterns in firms considering individual workers. Hence, the positive application of technology is beneficial for the shifting of tradition to modern flexible working patterns prominently (Bhusan and Sar 2020).

Another factor for introducing flexible working arrangements in business organizations is employee retention as employees have been considered as one of the main stakeholders. It has also been influenced by social collaboration between employees and organizations prominently and the changing perceptions regarding the demographic patterns are also considered as a prime driving factor for introducing flexible working arrangements at the workplace (Bhusan, & Sar, 2020).

Concept of Organizational Commitment

Commitment according to the Oxford learner dictionary is the act of being bound emotionally, intellectually to a course of action or to another person or group of persons, a state of being pledged or engaged. Organizational commitment can be described as workers display of emotionally, intellectually bound to the organization they work for. It can be seen as an employee's display of affiliation (association, to be attached to, identifying as a family) with such organization. The oldest definition to describe organizational commitment was that of Porter and Steers who in their 1973 article defined organizational commitment as "a relative

power for individual towards an organization and its involvement in a particular organization, characterized by three psychological factors, included (1) a strong desire to remain a particularly member an organization; (3) self confidence and acceptance of organizational values and goals”(Porter and Steers 1973). Organizational commitment as explained by Naveed, Nadeem, Komal and Naqvi (2014) is the extent to which employees accept the goals and values of organization and show desire to be retain and remain in the organization and seriously considers about organizational objectives. The term organizational commitment is used to mean employee’s commitment to their organization. Luthans as cited in Eliyana and Muzakki (2019) described employee’s commitment to an organization as the employee’s strong willingness to stay as a member of the organization, willingness to work hard as the organizational aspiration, a certain willingness to accept the values and goals of the organization. According to the authors, employee’s commitment to an organization includes behaviors that reflect employees’ loyalty to the organization and the state in which the employees express cares to the organization’s success, and the further development (Eliyana and Muzakki 2019). To Mojtaba, Mohammad and Navid (2014) employee’s commitment to an organization encompasses the positive attitude to an organization and willingness to pursue all things for the sake of the organization.

Benefit of Employees Commitment to Organization

There are indications from researches according to Berkery, Morley, Tiernan, Purtill, & Parry(2017) and Regus (2017) that implementation of flexible work arrangements yields positive benefits to both employees and the organizations and a range of empirical studies on attest to the positive work outcomes related to its implementation and usage. The commitment of employees to their organizations to a great extent is perceived to have huge benefiting relationship and influence on the organizations in several ways as noted by scholars. The most notable benefit is the increase in employees motivation which triggers employees performance in the organization and employees performance has being said to have great contributions to organizations’ productivity and performance.

Influence of Employees’ Commitment on Employee Performance

Performance is describes by Muhammad and Romat (2019) as level of achievement of the implementation of a program in realizing a goal, a specific goal, the vision and mission of the organization implemented in a strategic plan. Performance as defined by Hellriegel, Jackson

and Slocum cited in Ojeleye (2017) is level of a person's work achievement after having exerted effort.

Employee performance can be referred to as employees' achievement of goals for the tasks given to him/her. Dar and colleagues viewed employee job performance as the activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources (Dar, Akmal, Akram & Khan, 2011). Ciner (2019) described employee performance as how much an employee fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output. Performance of the employee is considered as what an employee does and what he doesn't do. Employee performance can also be described to involve the quality and quantity of job output at work(Ciner, 2019). Naveed, Nadeem, Komal, and Naqvi(2014) described performance of employees as outcome of work in an efficient way with considerable obligation for organization without interrupting any law and organizational goals. Mangkunegara in Naveed, Nadeem, Komal, and Naqvi (2014) saw employees' performance as the work consequence in excellence and the quantity that is accomplished by workers in directing thire job obligations. According to Hameed and Waheed (2011) employee's performance will ultimately influence the organizational effectiveness, thus, in the organization when employees performance increases, that means it shows the coordination to the organization effectiveness (Hameed and Waheed, 2011).

Employee's commitment to an organization as already said is a display of emotionally, intellectually bound to the organization they work for. It is a display of affiliation (association, to be attached to, identifying as a family) with such organization. Also employee performance is said to reflects the behavior of employees in the workplace as the application of skills, abilities, and knowledge that contribute or value towards organizational goals.

The relationship between employees' commitment to organization and employee performance is inferable from the evidence that a motivated employee will be a satisfied employee and a satisfied employee show commitment and a committed employees will want to do everything both emotionally, intellectually and skillfully to support the organizational goal achievement, survival and success. The relationship can be further explained based on the components of commitment. According to Allison and Grimsley (2015) an employee's normative commitment is related to work performance and organizational citizenship.

According to the author, research has indicated that the relationship between normative commitment and work performance and organizational citizenship is stronger based on countries which suggests cultural differences (Allison and Grimsley, 2015).

Employees with a high level of affective commitment will be less absent from work, be high performers, and are likely to engage in organizational citizenship behavior such as helping other members, putting forth extra effort, and being an advocate for the organization (Allison and Grimsley, 2015). Those who truly love what they do will likely be more motivated to progress within their organization, think creatively, and experiment with new ways of working (The Mind Tools content team 2019).

Also, different studies both of old and recent reported different levels of relationship between organizational commitment and employee's performance. As noted in Adnan, Abir, and Hongyu (2018) in 2002, Meyer conducted a study on the relationship between three types of commitments with the organizational performance and the individual performance, and found that affective commitment has the most powerful relationship to individual performance, and normative commitment is also has a positive relationship with employees performance but not as the same of affective commitment, while continuance commitment is negatively related to employees performance. Memari, Mahdiah and Marnani (2013) in their study found that the three types of commitment have a positive relationship with employees' performance.

Relationship between Flexible work Arrangements and Organizational Commitment

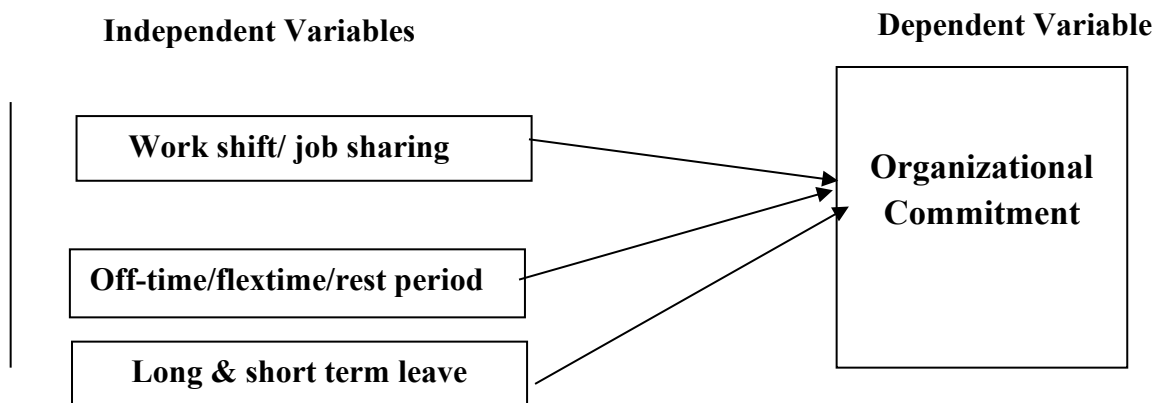
According to Kossek and Thompson (2015) noted that employees being allowed to schedule the work himself/herself have the feelings that the employer cares about their wellbeing and non-working life, thence employees gets more engaged and committed to the organization's activities and goal. McNall, Masuda, & Nicklin (2013) noted that employees react positively to flexible work arrangements as they perceive that their organizations care for them and this situation makes them feel more appreciated, and in turn, appreciate their work and organization more hence get committed in the organizational goal achievement activities (McNall, Masuda, & Nicklin, 2010).

More so, studies both of old and recent have shown relationship between flexible workplace and employees commitment to the organization. Richman, Civian, Shannon, Hill, and Brenann (2008) study for instance have provided evidence that perceived workplace flexibility and supportive work-life policies have positive relationship with employee commitment. Moreover, after studying and examining the relationship of flexible work arrangements and employee in a multi-organizational database of a consulting company, Richmana, Civiana, Shannona, Hillb and Brennanc (2010) noted that employees who reported having the flexibility they need demonstrated higher result of commitment Index.

According to Humanity.com (2018) occasional uses of working shift schedule give employees positive associations with engagement sprung from commitment and employers with expected retention, confirming that staff with flexible working shift schedule options are happier and therefore more likely to have a longer tenure with an employer that offers flexible working shift schedule options” (Humanity.com 2018). Ruhle & Süß, (2019) noted that workplace flexibility help enhance employee interest in the production of a company. It has positively influenced organizational performance in the market and among the positive impacts of workplace flexibility are job satisfaction, work commitment/engagement, organizational improvement(Ruhle & Süß, 2019). According Timewise group (2021) Dr Mark Winwood, a clinical director of psychological services, posited that “the more control any of us feel we have over our working lives, the better we feel about work”. This insinuates that employees under flexible work arrangement will be more motivated and happier thus show more commitment.

According to MichaelPage (2017) job sharing situation result in employee commitment which has been described as employees enthusiasm, motivation and to get fully emotionally involved in the organizations affairs to achieve organizations goal. According to the author, “your business could also come out on top if you allow employees this level of job sharing flexibility because employees who are seeking more flexibility due to a change in personal circumstances will be more committed and show retention attitude”

Conceptual Framework



Source: Author's Analysis construct

Empirical Review

This section looked at some scholarly empirical work carried out by researchers relating to this present study.

The study of Adnan, Abir, and Hongyu (2018) which examined the relationship between organizational commitment and individual performance using Kansai Paint which is a Japanese Multinational corporation(MNC) that has one subsidiary in Pakistan. Their theoretical model was formulated based on one dependent variable which is the individual performance and three independent variables which are an affective commitment, continuance commitment and normative commitment. They used questionnaires to collect data from 100 employees, the finding of the study exposed that the affective commitment, continuance commitment and normative commitment have a positive impact on the individual performance (Adnan, Abir, and Hongyu, 2018).

Study of Subramaniam, Overton, and Maniam (2015) on Flexible Working Arrangements, Work Life Balance and Women in Malaysia. The study aimed at getting women perception of the relationship between flexible working arrangements and work life balance, was conducted among 14 organisations in the services industry in the central business hub in Malaysia, MANOVA analysis was adopted and the result shows that flexible working arrangements have the potential to achieve work life balance and work life is a factor to employees motivation to

commitment. They also observed that flexible working arrangements are preferred by women who are more educated and earning a higher income (Subramaniam, Overton, & Maniam 2015)

Ivanauskaite's (2015) study which aimed at examining the relation between the availability of flexible work arrangements with emphasis on flextime and flexplace and two organizational outcomes of employee engagement and affective organizational commitment, also, to test whether work-to-family enrichment mediates the relation between the concepts mentioned. sampling 232 employed adults their data analysis showed that availability of flextime and flexplace leads to higher employee engagement and organizational commitment. Their study also, revealed that work-to-family enrichment fully mediates between flextime and engagement and commitment and partially mediates between flexplace and the two organizational outcomes. They concluded thus, the availability of flextime and partially flextime enriches employee personal life, which, in turn, results in increase in employee engagement and organizational commitment (Ivanauskaites, 2015).

3. THEORETICAL FRAME WORK

The Control theory

The study was anchored on the Control theory also known as job demands-control model is one of the most widely studied models of occupational stress propounded by Karasek, in 1979. The theory is based on the ability to control one's environment is recognized as an important mechanism in determining one's well-being. In particular, employee control over the work environment is critical in overcoming the negative outcomes associated with work and nonwork conflict. The job demands control model identifies job decision latitude as "the working individual's potential control over his tasks and his conduct during the working day" (Karasek, 1979, p. 289-290). The model posits that the more control one has over his/her job demands, the better his/her well-being. Researchers have acknowledged the critical role that perceptions of control play in effectiveness of workplace flexibility policies (Gajendran & Harrison, 2008; Kossek et al., 2009). Workplace flexibility can offer employees control over aspects of their job design (e.g., timing of work, location of work, amount of work) (Fonner & Roloff, 2010; Gajendran & Harrison, 2008).

4. TOOLS AND METHODOLOGY

This study adopted a descriptive survey research design. The descriptive survey design as noted by Okorodudu (2013) is a method in educational and behavioral research which involves the researcher trying to observe what is happening to sample participants and also variables without being able to manipulate the variables. It assesses public opinions, beliefs, attitudes, motivations and behaviours using questionnaire. It was therefore adopted for this study due to the nature of this study which tends to describe the relationship between flexible work arrangement and organizational commitment. The target population for this study is the 50 employees of the Hospital Management Board in Abraka, Delta State. The Sample is a limited number of elements selected from a population which is representative of the population (Okorodudu, 2013). However, in this study, the researcher will sample all the 50 employees of the Hospital Management Board in Abraka to participate in the study. This is because 50 respondents is not too large for to work with. That supports a census survey study or complete enumeration of sample frame (Kifordu, 2019)

PRESENTATION OF RESULT AND DISCUSSION

Analysis of Respondents Personal Data

Table. 4.1: Gender of respondents

Gender	Frequency	Percentage (%)
Male	19	38%
Female	31	62%
Total	50	100

Field survey 2024

The table above shows the gender distribution of the respondents. From the table, 38% of the respondents are males, while 62% are females. This indicates that there are more female than male health workers/officers in the studied organization.

Table. 4.2: Age of Respondents

Age in years	Frequency	Percentage (%)
20-25	4	8%
26-30	8	16%
31- 36	18	36%
37-42	13	26%

42 above	7	14%
Total	50	100

Field survey ,2024

Table 4.2 show the age distribution of the respondents. of the 50 participants, 8% are within the age of 20-26years of age, 16% are within the age of 20-30years, 36% are within the age of 31-36years, 26% are within the 37-42 and 14% are above 42years of age. This indicates that the employees of the health facilities are adults above 18years who should know what about working conditions.

Table. 4.3: Marital Status of the Respondents

Marital Status	Frequency	Percentage (%)
Single	13	26%
Married	36	72%
Divorced	1	2%
Widowed	0	0
Total	50	100

Field survey 2024

Table 4.3 show result of the respondents' marital status. From the result, 26% of the participants are unmarried(single), 72% are married and 2% are divorced. This insinuates that most of the employees of the health facility are married people who should have family responsibilities.

Table. 4.4: Respondents' Work Experience

Work Experience	Frequency	Percentage (%)
0-5 years	14	28%
6-10 years	19	38%
11-20 years	10	20%
21-30 years	4	8%
30years above	3	6%
Total	50	100

Field survey 2024.

Table 4.4 shows that, 28% of the respondents have below 6years of experience, 38% have working experience within 6-10years, 38% have between 6-10years of working experience, 20% have between 11-20years working experience, 8% have between 21-30years and 6% gave

above 30years work experience. This indicates that most of the participants are experienced health workers.

Result Related to Research Objectives/Questions

The descriptive statistics of percentage and mean rating was used to analyze the research questions with a benchmark of 2.5. Where the mean for each statement is lower than the benchmark such statement or item is said to be rejected but if higher than the benchmark of 2.50 it is accepted.

Research Question one: What form of flexible work arrangement do hospital management board practice?

Table. 4.5: Result on forms of flexing work arrangement practice in the hospital

flexing work arrangement practice	SA		A		D		SD		Total	
	Fr q	%	Fr q	%	Fr q	%	Frq	%	Cou nt	Mea n
The organization practice working shifts for staff	31	62.0 %	17	34.0 %	2	4.0%	0	0.0%	50	3.58
my organization normally give employees leave(short and long term)	22	44.0 %	27	54.0 %	1	2.0%	0	0.0%	50	3.42
My organization practice job sharing among employees or staff	16	32.0 %	24	48.0 %	10	20.0 %	0	0.0%	50	3.12
The hospital give off-time/flextime/rest time to staff	24	48.0 %	25	50.0 %	1	2.0%	0	0.0%	50	3.46
The hospital sometimes give staff to choose their work hours suitable to them	18	36.0 %	14	28.0 %	16	32.0 %	2	4.0%	50	2.96

Field survey ,2024.

Table 4.5 above shows that flexing work arrangement is being practiced in the hospital. This is evident in the table as it was agreed with greater mean points that the organization allows working shifts, give employees leave(short and long term, practice job sharing, give off-time/flextime/rest time to staff and sometimes give staff opportunity to choose suitable work hours. All accepted with mean greater than the bench mark of 2.5 i.e (3.58, 3.42, 3.12, 3.46, 2.96< 2.5) respectively. Indicating that the organization practice flexing work arrangement of working shifts, short & long term leave, job sharing and off-time/flextime/rest time

Research Question Two: What is the effect of work shift/ job sharing schedule on organizational commitment?

Table. 4.6: Result on effect of work shift/ job sharing practice on organizational commitment

Statements	SA		A		D		SD		Total	
	Fr q	%	Fr q	%	Fr q	%	Fr q	%	Cou nt	Mea n
I feel comfortable with the implementation of Shift Working compared to the normal working schedule.	24	48.0 %	24	48.0 %	2	4.0%	0	0.0%	50	3.44
Selection of suitable working shift (WS) allows me to spend more time with my family	29	58.0 %	21	42.0 %	0	0.0%	0	0.0%	50	3.58
Selection of suitable working shift (WS) allows me to sort out my personal matters at home without interrupting working hour.	20	40.0 %	30	60.0 %	0	0.0%	0	0.0%	50	3.40
I have ample rest time to be with my family by selecting the suitable working shift (WS).	24	48.0 %	26	52.0 %	0	0.0%	0	0.0%	50	3.48
Implementation of Shift Working is able to increase my service quality to the clients/patients	28	56.0 %	20	40.0 %	2	4.0%	0	0.0%	50	3.52

Field survey ,2024.

Items in table 4.6 were used to gather data on ways work shift/ job sharing as flexible work schedule influence organizational commitment. from the table it show that work shift/ job sharing as flexible work schedule have influence on organizational commitment. This is seen in the acceptance level of the item with mean points greater than the bench mark of 2.5 i.e (3.44, 3.58, 3.40, 3.48, 3.52 > 2.5) respectively. Thus, work shift/ job sharing practice have some level of effect on organizational commitment since it allows employees to spend more time with their families, allows them time to sort out personal matters at home without interrupting working hour and make them have ample rest time.

Research Question Three: What is the level of relationship between off-time/flextime/rest period and organizational commitment?

Table. 4.7: Result on the relationship between off-time/flextime/rest period schedule and organizational commitment

Statements	SA		A		D		SD		Total	
	Fr q	%	Fr q	%	Fr q	%	Fr q	%	Cou nt	Mea n
flextime sometimes given by this organization makes employees have time to sort out some personal problem	24	48.0 %	26	52.0 %	0	0.0%	0	0.0%	50	3.48
Off time and flex time offered to the organization allow free time to attend to family responsibilities	21	42.0 %	29	58.0 %	0	0.0%	0	0.0%	50	3.42
Rest period gives staff time to take lunch or eat in the work process	14	28.0 %	28	56.0 %	8	16.0 %	0	0.0%	50	3.12
Off time given make employee work shorter hours and rest for other times	27	54.0 %	18	36.0 %	5	10.0 %	0	0.0%	50	3.44
off-time given by this organization reduces stress resulting from workloads	24	48.0 %	15	30.0 %	8	16.0 %	3	6.0%	50	3.20

Field survey 2024.

Items in table 4.7 show ways off-time/flextime/rest period schedule as flexible work schedule influence organizational commitment. From the table it show that work off-time/flextime/rest period as flexible work schedule have influence on organizational commitment. This is seen in the acceptance level of the item with mean points greater than the bench mark of 2.5 i.e (3.48, 3.42, 3.12, 3.44, 3.20 > 2.5) respectively. Thus, off-time/flextime/rest period have some level of relationship with organizational commitment since it makes employees have time to sort out some personal problem, allow free time to attend to family responsibilities gives staff time to take lunch and reduces stress resulting from workloads. They can show loyalty by way of paying the organization back.

Research Question Four: What is the influence of long & short term leave on organizational commitment?

Table. 4.8: Result on the effect of long & short term leave on organizational commitment

Statements	SA		A		D		SD		Total	
	Fr q	%	Fr q	%	Fr q	%	Fr q	%	Cou nt	Mea n
I am pleased and happy when my organization give me leave from job	25	50.0 %	16	32.0 %	8	16.0 %	1	2.0 %	50	3.30

Annual leave offers by my organization allow me free time to attend to family responsibilities.	33	66.0 %	12	24.0 %	4	8.0%	1	2.0 %	50	3.54
The maternal leaver offers by the hospital gives female employees the freedom to nurture and take care of their baby(ies)	26	52.0 %	23	46.0 %	1	2.0%	0	0.0 %	50	3.50
The paternal leaver offers by the hospital gives male employees freedom out of work to assist their wives in taking care of their baby(ies)	19	38.0 %	31	62.0 %	0	0.0%	0	0.0 %	50	3.38
Sick leave offered by the hospital gives employees freedom to rest and give medical attention to themselves	26	52.0 %	23	46.0 %	1	2.0%	0	0.0 %	50	3.50

Field survey, 2024

Table 4.8 show result of data on ways long & short term leave as flexible work schedule influence organizational commitment. From the table it is accepted with mean points greater than the bench mark of 2.5 i.e (3.30, 3.54, 3.50, 3.38 and 3.50 > 2.5) respectively that makes employees happy, it allow employees free time to attend to family responsibilities, allows couples who put to bed the freedom to nurture and take care of baby and gives employees how may be ill the opportunity to rest and give medical attention to themselves. Thus, long & short term leave as flexible work schedule have some level of influence on organizational commitment.

Table. 4.9: Analysis of Data on organizational commitment parameters under flexible work situation

Organizational Commitment Indicators	SA		A		D		SD		Total	
	Fr q	%	Fr q	%	Fr q	%	Fr q	%	Count	Mean
I am willing to put in a great deal of effort beyond that normally expected to help this organization be successful	27	54.0 %	22	44.0 %	1	2.0%	0	0.0 %	50	3.52
I am proud to tell others that I am part of this organization	33	66.0 %	15	30.0 %	2	4.0%	0	0.0 %	50	3.62
I am extremely glad that I chose this organization to work for over others I considered	26	52.0 %	24	48.0 %	0	0.0%	0	0.0 %	50	3.52
I am emotionally attached to this organization and will like to grow with this organization	27	54.0 %	22	44.0 %	1	2.0%	0	0.0 %	50	3.52

I am extremely proud to tell people that I work for this organization	27	54.0 %	22	44.0 %	1	2.0%	0	0.0 %	50	3.52
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Field survey ,2024

Statements in table 9 were parameters to measure employees' commitment to the organization under a flexible work condition. from the result, majority of the participants accepted that; they are willing to put in a great deal of effort beyond that normally expected to help the organization to be successful($3.52 < 2.50$), they are proud of being part of the organization($3.62 < 2.50$), that they glad to chose the organization over others to work for($3.52 < 2.50$), and that they are emotionally attached to the organization and will like to grow with the organization($3.52 < 2.50$).

TEST OF HYPOTHESES

The Pearson's Product Momentum Correlation (PPMC) statistical tool is employed to test the hypotheses at 0.05 alpha level to test for the relationship between variables.

Decision Rule: If the Sig. (p-value) is less than 0.05 ($p\text{-value} < 0.05$), we shall reject the null hypothesis, and accept the alternate hypothesis i.e there is significant influence/relationship/impact of independent variables on the dependent variable.

According to The British Medical Journal [BMJ], a statistical platform, correlation coefficient is measured on a scale that varies from + 1 through 0 to -1. Complete correlation between two variables is expressed by either + 1 or -1. When one variable increases as the other increases the correlation is positive; when one decreases as the other increases it is negative. Complete absence of correlation is represented by 0. (<https://www.bmj.com/about-bmj/resources-readers/publications/statistics-square-one/11-correlation-and-regression>)

Hypotheses One: There is no significant relationship between the flexible work arrangement practice and organizational commitment

Table. 4.10: Correlations

VARIABLES		Flexible Work Arrangement Practice	Organizational Commitment	MEAN	Std. Dev
Flexible Work Arrangement Practice	Pearson Correlation	1	.550**		
	Sig. (2-tailed)		.000		
	Sum of Squares and Cross-products	222.420	116.100	16.540	2.13054
	Covariance	4.539	2.369		
	N	50	50		
Organizational Commitment	Pearson Correlation	.550**	1		
	Sig. (2-tailed)	.000			
	Sum of Squares and Cross-products	116.100	200.500	17.700	2.02283
	Covariance	2.369	4.092		
	N	50	50		

****.** Correlation is significant at the 0.01 level (2-tailed).

Table 4.10 shows the correlation result between flexible work arrangement practice and organizational commitment. The result shows a correlation coefficient of r , is 0.550** and a significant level (P-value) (α) of **0.000** which is lower than alpha level of 0.05. This indicates that a positive association exists between the two variables of interaction, and that the relationship is significant. Hence, the stated null hypothesis is rejected and we accept the alternate hypothesis because there is a significant positive relationship existing between flexible work arrangement practice and organizational commitment.

Hypotheses Two: There is no significant relationship between flexible work shift/ job sharing schedule and organizational commitment

Table. 4.11: Correlations

VARIABLES		work shift/ job sharing	Organizational Commitment	MEAN	Std. Dev
work shift/ job sharing	Pearson Correlation	1	.859**		
	Sig. (2-tailed)		.000		
	Sum of Squares and Cross-products	232.180	185.300	17.420	2.17678
	Covariance	4.738	3.782		
	N	50	50		
Organizational Commitment	Pearson Correlation	.859**	1		
	Sig. (2-tailed)	.000			
	Sum of Squares and Cross-products	185.300	200.500		2.02283
	Covariance	3.782	4.092	17.700	
	N	50	50		

****.** Correlation is significant at the 0.01 level (2-tailed).

Table 4.11 shows the correlation result between work shift as flexible work schedule practice and organizational commitment. The result gave a correlation coefficient(r) of 0.859** and a significant (P-value) (α) of **0.000** which is lower than alpha level of 0.05. This indicates that a strong positive association exists between the two variables of intersection and that the relationship is statistically significant. Hence, the stated null hypothesis is rejected and we accept the alternate hypothesis indicating that there is a significant positive relationship existing between work shift as flexible work practice and organizational commitment in the organization.

Hypotheses Three: There is no significant relationship between off-time/flextime/rest period as flexible working schedule and organizational commitment

Table. 4.12: Correlations

VARIABLES		Off time/Flextime/ Rest period	Organization al Commitment	MEA N	Std. Dev
Off- time/Flextime/ Rest period	Pearson Correlation	1	.710**		
	Sig. (2-tailed)		.000		
	Sum of Squares and Cross-products	269.220	164.900	16.66 0	2.3439 9
	Covariance	5.494	3.365		
	N	50	50		
Organizational Commitment	Pearson Correlation	.710**	1		
	Sig. (2-tailed)	.000			
	Sum of Squares and Cross-products	164.900	200.500	17.70 0	2.0228 3
	Covariance	3.365	4.092		
	N	50	50		

** . Correlation is significant at the 0.01 level (2-tailed).

Result in table 4.12 shows that there is a positive correlation between off-time/flextime/rest period as flexible working schedule and employee/organizational commitment. This is evident from the correlation coefficient(r) of 0.710 and a significant (P-value) (α) of **0.000** which is lower than alpha level of 0.05. Based on the rule, we reject the stated null hypothesis and accept the alternate hypothesis that there is a significant positive relationship existing between off-time/flextime/rest period as flexible work practice and organizational commitment in the organization.

Hypotheses Four: There is no significant relationship between long & short term leave and organizational commitment

Table. 4.13: Correlations

VARIABLES		Long & Short Term Leave	Organizational Commitment	MEAN	Std. Dev
Long & Short Term Leave	Pearson Correlation	1	.817**		
	Sig. (2-tailed)		.000	17.220	2.3758
	Sum of Squares and Cross-products	276.580	192.300		
	Covariance	5.644	3.924		
	N	50	50		
Organizational Commitment	Pearson Correlation	.817**	1		
	Sig. (2-tailed)	.000		17.700	2.0228
	Sum of Squares and Cross-products	192.300	200.500		
	Covariance	3.924	4.092		
	N	50	50		

******. Correlation is significant at the 0.01 level (2-tailed).

The result in table 4.13 gave a correlation coefficient(*r*) **0.817** between long & short term leave and organizational commitment, and a significant (P-value) (α) of **0.000** which is lower than alpha level of 0.05. This indicates a strong positive and significant relationship between the variables. Based on this, we reject the stated null hypothesis and accept the alternate hypothesis that there is a significant relationship between long & short term leave and organizational commitment.

5. DISCUSSION OF FINDINGS

Having reviewed literatures, collected and ranalyzed data, the finding of the study revealed that:

There is a significant positive relationship existing between flexible work arrangement practice and organizational commitment, as seen in table 4.10. Also, the health organization practice working shifts, short and long term leave, job sharing and off-time/flextime/rest time which are flexing work arrangement in their working schedule as seen in table 4.5. This finding agrees with the position of Kiran and Khurram (2018) that when organizations give discretion to its employees to decide about when, where, what and how to work, it makes employees more committed, engaged, satisfied and thus happier”.

There is a significant positive relationship between work shift/ job sharing as flexible work practice and organizational commitment in the health facility. Since it allows employees to spend more time with their family, allows them time to sort out personal matters at home without interrupting working hour and make them have ample rest time they tend to pay the organization back with commitment to the organization. This finding is in line with Kiran and Khurram (2018) position that when organizations give discretion to its employees to decide about when, where, what and how to work, it makes employees more committed, engaged, satisfied and thus happier.

There is a significant positive relationship existing between off-time/flextime/rest period as flexible work practice and organizational commitment in the organization. This findings supports Ivanauskaites (2015) whose study revealed that the availability of flextime and partially flextime enriches employee personal life, which, in turn, results in increase in employee engagement and organizational commitment.

Giving long & short term leave as flexible work schedule have significant influence on organizational commitment. This is somewhat related to MichaelPage (2017) who noted that job sharing situation result in employee commitment which has been described as employees enthusiasm, motivation and to get fully emotionally involved in the organizations affairs to achieve organizations goal.

6. CONCLUSION

Based on literatures revealed and the findings of this study, it can be concluded that flexible workplace arrangement practice will be favorable and good practice for health organization/hospital and any organization that want win the employees commitment

Recommendations

1. The organizations that are already practicing any of the flexible workplace arrangement should keep it up and not cease it because it is a factor to employees' commitment and happiness.
2. The employees should display full commitment to the organization that gives them flexible work schedule that make them have some form of time to balance work life with personal like.

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SPSS RELIABILITY OUTPUT

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.984	.985	25

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Rq1.1	63.3000	322.900	.789	.	.983
Rq1.2	63.3000	320.456	.864	.	.983
Rq1.3	63.1000	316.767	.954	.	.982
Rq1.4	62.7000	322.011	.889	.	.983
Rq1.5	62.8000	319.511	.924	.	.983
Rq2.1	62.6000	340.044	.601	.	.984
Rq2.2	62.6000	340.044	.601	.	.984
Rq2.3	62.5000	327.167	.862	.	.983
Rq2.4	62.8000	325.289	.872	.	.983
Rq2.5	63.6000	316.044	.895	.	.983
Rq3.1	62.6000	328.711	.618	.	.985
Rq3.2	63.9000	331.433	.766	.	.984
Rq3.3	62.6000	337.156	.770	.	.984
Rq3.4	63.1000	316.767	.954	.	.982
Rq3.5	63.3000	317.789	.947	.	.983
Rq4.1	62.9000	322.767	.922	.	.983
Rq4.2	62.7000	322.011	.889	.	.983
Rq4.3	62.3000	328.456	.891	.	.983

Rq4.4	62.8000	325.289	.872	.	.983
Rq4.5	63.6000	316.044	.895	.	.983
Org_commitment.1	63.1000	311.211	.917	.	.983
Org_commitment.2	63.3000	312.233	.906	.	.983
Org_commitment.3	63.5000	314.056	.909	.	.983
Org_commitment.4	63.1000	313.878	.932	.	.983
Org_commitment.5	62.3000	337.789	.715	.	.984