

## IMPACT OF FLEXIBLE WORK ARRANGEMENT ON EMPLOYEES JOB PERFORMANCE IN ZENITH BANK BAZE UNIVERSITY BRANCH

BY

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### Abstract

*Flexible work arrangement has been a prominent concern within the field of human resource management. Flexible work arrangements refer to alternative work schedules or conditions that allow employees to better balance their work and personal lives. These arrangements often involve variations in the timing, duration, or location of work. Implementing flexible work arrangements can have various benefits, such as increased employee satisfaction, improved work-life balance, and enhanced productivity. The purpose of this study revealed that employees tend to invest more effort and dedication towards tasks that they see themselves as capable of doing, particularly in an atmosphere that is favorable to their work. Conversely, several elements, such as the demands of work, feelings of exhaustion, and elevated levels of stress, have the potential to impede performance within organizational contexts. The main objective of the study is to examine the impact of flexible work arrangement on employees' job performance in Zenith Bank Baze University branch. The sample was taken from employees of Zenith bank Baze university branch. For this seminar a sample of twenty [20] employees of Zenith Bank were selected for research. The sample size was determined using the Yamani approach. The data was obtained via the use of a standardized questionnaire that was self-administered to the participants. Findings of the study shows that the relationship between flexible work arrangement and employees' job performance is significant and positive. Impact of flexible work arrangement on employees' job performance is significant. This study concludes Flexible work arrangements are beneficial for workers as they facilitate the management of their job, personal life, and the evaluation of their obligations. The study recommends that Managers should strengthen the use of flextime work arrangements due to their positive impact on employee performance. It is advisable to promote flexible working arrangements, such as flexible time, shift work, compressed work hours, and job sharing, to assist workers in achieving a harmonious balance between their familial and professional responsibilities.*

## 1.1 Background to the Study

Flexible working arrangements have been a prominent concern within the field of human resource management. A flexible work arrangement refers to a structured agreement whereby workers are granted the autonomy to choose the specific commencement and conclusion of their job-related tasks. In general, it is expected that all workers conform to the established core working hours. This kind of work arrangement allows for the employee or employer to be physically present inside the confines of the organization's office or premises throughout the hours as seen in many Nigerian organizations (Blessing, Amanawa & Uelee, 2023).

To attain optimal employee performance, individuals within a company must effectively manage the demands of their personal lives with their professional commitments. The implementation of flexible work arrangements (FWAs) may contribute to the optimization of human resource (HR) utilization by allowing for the allocation of personnel and their time based on the specific requirements of the tasks at hand (Rita, 2019). Flexible work arrangements refer to the ability to modify the scheduling, duration, and location of work. This includes options such as alternative work schedules, variations in shift and break schedules, part-time work, job sharing, and the opportunity to work remotely or at satellite locations. Various studies have advocated for the use of decentralized and flexible work arrangements as a means for organizations to mitigate costs, adapt to fluctuations in demand, and enhance their appeal to workers (Rita, 2019).

Employees often express a preference for flexibility in their working hours and location, as it allows them to align their work with their customized lives and effectively balance their paid employment with other personal commitments. The implementation of FWAs has been found to mitigate the adverse consequences of work-life imbalance, thereby capitalizing on various advantages such as heightened productivity, improved staff morale, enhanced customer service, improved staff dedication, and decreased absenteeism (Rita, 2019). The prevalence of flexible working arrangements has witnessed a notable surge in numerous nations over the past few years. Employers have increasingly adopted various forms of flexible working options for their workforce, resulting in a substantial proportion of employees availing themselves of these

opportunities (Austin et al., 2020). FWAs have been implemented in several nations, particularly in Europe, because of managers' emphasis on performance, indicating a favorable correlation with performance.

## 1.2 Statement of the problem

The productivity of a company is contingent upon the performance shown by its personnel. There exists a multitude of elements that exert impact on the performance of individuals inside a company, which may either enhance or diminish their overall effectiveness. According to Blessing et al. (2023), it has been noted that employee satisfaction has the potential to enhance an individual's performance. This is because individuals tend to invest more effort and dedication towards tasks that they see themselves as capable of doing, particularly in an atmosphere that is favorable to their work. Conversely, several elements, such as the demands of work, feelings of exhaustion, and elevated levels of stress, have the potential to impede performance within organizational contexts. This is because employees may have significant challenges in successfully and efficiently carrying out their assigned responsibilities when they are subjected to pressure or tiredness. Additionally, workers may experience the burden of tensions that result from their duties in both the professional and home realms. Therefore, several firms have been compelled to ascertain strategies for achieving work-life balance to mitigate this issue.

The implementation of flexible work arrangements has emerged as the most prevalent approach in promoting work-life balance. Flextime has emerged as one of the most popular work options among workers. In recent decades, the implementation of flextime has been seen in the financial industry, particularly among commercial banks. The banking sector is often recognized as one of the most challenging professional environments. The banking system in Nigeria has seen significant transformations. To maintain a competitive edge in a sector characterized by intense rivalry among commercial banks, it is incumbent upon workers to enhance their performance. The banking sector has historically seen elevated levels of stress among its workers, accompanied by job pressure and conflicts between work and family responsibilities. Consequently, these factors have contributed to reduced productivity and increased turnover rates within the business. In response to this, financial institutions have implemented measures aimed at promoting work-life balance. One of the options available is the implementation of flexible work arrangements, with a

particular emphasis on the use of flextime work arrangements. This study is motivated by the absence of research that exclusively examines the impact of flextime work arrangements on employee performance within the commercial banking industry in Nigeria. This research aims to examine the influence of flexible work arrangements on the job performance of workers at Zenith Bank Baze University branch.

### **1.3 Objectives of the Study**

The main objective of the study is to examine the impact of flexible work arrangement on employees' job performance in Zenith Bank Baze University branch. Specifically, the study objectives are to:

- i. examine the impact of flexible work arrangement on employees' job performance.
- ii. investigate the relationship between flexible work arrangement on employees' job performance.

## **2.0 Literature Review**

### **2.1 Concept of Flexible Work Arrangement**

The concept of flexible work arrangements (FWAs) is giving employees the ability to negotiate the start and end times of their workday, if they fulfill a certain amount of work. According to research findings, the implementation of FWAs has been associated with a decrease in employee absenteeism and an improvement in job satisfaction levels. The concept of flexible work arrangements encompasses a practice within organizational settings whereby individuals are granted the autonomy to choose their own working hours and location, as long as they meet their job responsibilities (Austin et al., 2020). The concept often refers to organizational activities that aim to increase workers' flexibility in terms of when and where work is performed, as well as other rules that impact the number of hours worked. The advent of flexible working arrangements has been driven by several factors, including economic, technical, social, and familial changes. The flexibility arrangements encompass various options such as flextime, absence autonomy, compressed work weeks, reduced schedules, telework, additional vacation days, limited scheduling of meetings (with a restriction on scheduling late meetings at the end of the day),

flexible holidays, and adherence to the designated schedule (where employees work the required 6 hours per day without extending their schedules beyond that) (Austin et al., 2020).

Flexible working arrangements (FWAs) are one of the several efforts related to Work-Life Balance (WLB) that firms are implementing to facilitate their workers in effectively managing their work and family obligations (Nwabali, 2018). According to Klindzic and Marić (2019), the implementation of FWAs provides workers with the opportunity to effectively balance their work and family obligations. The perspective put out by Klindzic and Marić (2019) is corroborated by the findings of Blessing et al. (2023), who demonstrated that the implementation of flexible work arrangements, such as flex time, empowers workers to exercise autonomy in determining the timing, location, and duration of their job-related activities. Consequently, this autonomy contributes to heightened levels of engagement among employees. According to the findings of Okereke and Daniel (2019), work arrangements that integrate employee engagement are associated with increased levels of focus and performance. Hence, it is apparent that the implementation of flexible work arrangements has considerable importance in bolstering workers' dedication, improving the quality of service rendered within the banking sector, and ultimately fostering customer contentment.

In a recent study, Mungania (2020) presented a novel approach to work arrangements that offers employees the flexibility to choose both the timing and location of their work, while ensuring that their obligations are fulfilled. The extent to which workers are afforded flexibility in terms of the time and location of job completion often depends upon the rules implemented by the business. The conventional flexible work programs include a range of options, such as flexitime, job sharing, compressed workweeks, flexible shift work, part-time employment, telecommuting, and scheduled meetings with limited timeframes. According to Mungania, Waiganjo, and Kihoro (2020). There are many distinct forms of flexible work arrangements, which encompass:

- a. Flexitime: Flexitime, commonly referred to as schedule flexibility, is a work arrangement system in which individuals have the autonomy to choose their start and end times at work (Carlson, Grzywacz, & Kacmar, 2018). Nevertheless, there exists a designated period referred to as core hours during which it is mandatory for all workers to be in attendance. The approach allows workers to exercise autonomy in determining the start and end times

of their work responsibilities, with the condition that the given activities are completed within the designated timeframe (Nabe-Nielsen, Garde, Austb, & Diderichsen, 2019).

- b. **Job Sharing:** According to the study conducted by Ioan, Codruta, and Patricia (2018), job distribution refers to a technique whereby many workers are allowed to hold a permanent work position, with the duties and work hours being distributed among the staff members. Work distribution is an optimal approach in situations when there is a scarcity of available positions for temporary employment or other solutions. One advantage associated with the implementation of a job-sharing policy is the provision of enough time for workers to adequately prepare for other commitments, such as familial caregiving responsibilities. Furthermore, the allocation of tasks fosters collaboration among employees, enabling job sharers to provide reciprocal assistance and gain knowledge from one another.
- c. **Flex place or Telecommuting:** This kind of flexibility enables employees to choose their work location from a range of available options. This allows employees to do their tasks remotely, supported by electronic resources, for a portion or majority of their workload.

## 2.2 Concept of Employee Job Performance

Employee productivity is a crucial metric that is closely associated with organizational productivity. Anitha (2019) asserts that various factors, such as work conditions, management practices, team dynamics, relationships with co-workers, compensation programs, adherence to codes of conduct, and the process of employee appointment, significantly influence employee performance.

Performance is intricately linked to the quality and amount of output, the timeliness of output delivery, job presence and attendance, efficiency, and effectiveness in task completion. Employee performance may be defined as the exceptional fulfillment of job responsibilities by an individual employee or a collective group of workers, as evaluated and assessed by the management of an organization, in accordance with a predetermined standard. This achievement is accomplished by the methodical and rational use of the resources at hand within a dynamic work environment. The exceptional performance of employees has significant importance within the workplace, as it directly influences the success of the business. This is mostly due to the pivotal role played by

employees in fostering creativity, driving innovation, and demonstrating unwavering commitment. According to Muinde (2019),

As a result, the business landscape has undergone significant transformations because of external environmental factors that are beyond the control of organizational executives. Therefore, it is important to adapt to these external elements to successfully engage in the current economic landscape. This adaptation necessitates the use of skilled and committed personnel. The contribution of employees to the work is a paramount aspect in the development and achievement of a business. Therefore, the performance of employees is intricately linked to the overall success of enterprises. The performance of employees has a significant impact on fostering innovation inside a company, thereby influencing the overall productivity of the firm (Sadikoglu & Zehir, 2018).

The significance of employee productivity within an organization cannot be overstated, as it serves as a crucial factor in the attainment of corporate goals and objectives. Due to this rationale, firms endeavor to investigate diverse strategies to incentivize their personnel. Every policy implemented inside a business should be strategically designed to enhance the productivity of its employees. For a company to maintain a competitive edge, it is essential to enhance staff productivity and closely monitor it. Failure to do so might expose the business to various issues that impede overall productivity within the firm (Sadikoglu & Zehir, 2018).

### **2.3 Theoretical Framework**

The theoretical framework used in this research is the Social Exchange Theory. The notion of social exchange was first developed by George Casper Homans in 1958 (Ahiazu & Asuquo, 2016). Drawing upon the principles of social exchange theory, it can be argued that the foundation of almost all relationships is rooted in the concept of reciprocity, but with varying degrees of emphasis depending on the level of intimacy within the connection. The fundamental principle of the SET revolves on an individual's adherence to certain behaviors in anticipation of receiving something that is believed to be contingent upon their behavior (Abid & Khan, 2017). The SET places emphasis on the act of providing people with something of higher value than what one has

gotten, while also seeking to acquire something of greater worth than what has been given out (Ahiazu & Asuquo, 2016). The hypothesis is based on the following fundamental assumptions:

- i) When two people are in a relationship, they both have expectations of one another. Relationships are pointless if neither party expects anything from the other;
- ii) Healthy relationships are two-way streets that should never be biased. Only when one party reaps benefits from the other's greater or equivalent worth can the other party commit to the partnership (Ahiazu & Asuquo 2016).

According to the social exchange hypothesis, the sustainability and longevity of a relationship are contingent upon the reciprocal exchange of emotions and sentiments. Effective partnerships should not exhibit a unilateral nature and should strive to provide mutual benefits. Individuals tend to devote their time and effort to a relationship only when they see personal advantages or benefits arising from it. In some collaborative arrangements, an individual may get a return that is less than the value they provide. Consequently, the individual begins a process of comparing their interpersonal connections with those of others. A cost-benefit analysis is an inherent component of all human contractual connections, including the employer-employee relationship (Abid & Khan, 2017).

The theoretical rationale of this study is based on the application of the SET to independent and dependent variables. The concept posits that every contractual party have distinct expectations that must be fulfilled, and the degree to which these expectations are satisfied will determine the quality of the partnership. Employers have an expectation that employees would exhibit unwavering commitment towards attaining goals and objectives, therefore making valuable contributions that enhance the overall success of the firm, among other factors. However, employees have an expectation that their company would establish a work schedule policy that is accommodating and helpful, allowing them to effectively meet their personal obligations and commitments outside the confines of the office. Based on the theory, the profitability, service delivery, and productivity of an organization are expected to be impacted by an employer's ability to provide flexible work schedules, since these factors are largely dependent on the contributions made by employees (Amazue, 2018).



## 2.4 Empirical Review

Nurses' dedication and the prevalence of flexible work arrangements in Kenyan public hospitals were the subjects of research by Okemwa (2016). One thousand seventeen registered nurses working in twenty-seven public hospitals rated as level 4 or 5 were the subjects of this cross-sectional survey. Questionnaires were used to gather primary data. In order to determine if there is a correlation between nurses' dedication and their level of flexibility on the job, researchers at Kenya's public hospitals used linear regression analysis. In Kenya's public hospitals, employees who have more leeway to decide how and when they get their jobs done are more invested in their employment. According to the results, there is a positive, statistically significant linear link between commitment and flexible work arrangements such as flexitime, compressed work schedules, shift schedules, and job sharing. It suggests that public hospital managers and matrons create and adopt flexible work arrangement methods that cater to the unique demands of nurses to significantly boost their dedication to the job.

In their 2017 study, Essien and Edwinah looked at the relationship between organizational commitment and flexible work hours in the banking industry in Nigeria. The study's sample size was 1,990 employees, selected at random from all banks in the two states. Consequently, 320 employees were selected for the sample based on the criteria laid forth in the sampling size table by Krejcie and Morgan (1970). The results demonstrate unequivocally that bank employees' emotional dedication to work is favorably affected by the introduction of flexible work hours. To increase and maintain employee dedication to their jobs, the study argues that Nigerian bank management should push for more flexible work hours for its employees.

The link between flexible work arrangements and productivity in the workplace was investigated by Eleftherios (2018). We analyze the data using the ordinary least squares (OLS) approach. There is a favorable and statistically significant correlation between flexible employment arrangements and productivity on the job. There is a favorable correlation between the likelihood of implementing flexible employment arrangements and many important criteria, including education, age, pay, quality of relations between managers and workers, years of experience, industry in which the firm is located, and level of competition.

Rita (2019) studied a sample of Anambra State's commercial banks to determine the relationship between FWAs and staff performance. We used a descriptive survey design. We used the Taro Yamani technique to choose 186 respondents from a pool of 348 who were eligible to participate. The information was gathered by means of a predetermined survey. The instrument was validated using construct and content validity, and its reliability was tested using Cronbach's alpha ( $\alpha$ ) statistical approach. We used descriptive statistics to examine the data, and we tested our predictions using the Pearson product moment correlation coefficient. The results showed that in the banking sector under study, there is a positive and statistically significant association between flexi time and employee happiness, and that work sharing is associated with employee commitment. The research found that having more leeway in how and when employees get their jobs done improved their mental and physical health, decreased stress levels, and increased productivity. Since flexitime improves employee performance, decreases absenteeism, and boosts satisfaction, the research suggests that managers should make better use of it.

The impact of work schedule flexibility on the productivity of textile production companies in Rivers State was studied by Blessing et.al. (2023). Its goal was to find out, via experimentation, how a company's profitability, service delivery, and productivity are affected by a flexible work schedule. The researchers in this study used an exploratory survey approach. Nineteen (19) textile production companies in Rivers State, Nigeria, that are registered participated in the research. Due to the small size of the population, the whole population was used as the sample size. A total of five (5) senior managers—one from each company's general manager, human resources manager, customer relations manager, and IT manager—were selected by the researcher to participate in the study. Consequently, the intended responders each received one of ninety-five (95) questionnaires. The researcher was able to obtain 87 completed questionnaires, or 92% of the total. Using SPSS Version 22.0, the t-test and Spearman's Rank Order Correlation Coefficient were used to examine the field data. With the use of Spearman Rank Order Correlation, three theories were examined. The study found that there is a strong positive correlation between flexible work schedules and the financial success, service provision, and productivity of textile production companies in Rivers State. Other positive correlations were between flexible work schedules and the provision of services by these companies. After reviewing the data and discussing the results, the researchers in this study came to the conclusion that textile companies in Rivers State would benefit greatly

from more flexible work hours. According to the research, textile firms may improve their performance by making sure their managers and staff are tech-savvy and can work remotely effectively.

### 3.1 Methodology

The research used a descriptive design. The study focuses on the target demographic workers of Zenith bank Baze university branch Abuja. The research employed a sample size of 20 participants, which was taken from a target population of 50 employees at Zenith Bank Baze University Branch. The sample size was determined using the Yamani approach. The data was obtained via the use of a standardized questionnaire that was self-administered to the participants. The instrument was validated using construct and content validity, and its reliability was tested using Cronbach's alpha ( $\alpha$ ) statistical approach. The CA ( $\alpha$ ) coefficient was determined to be 0.85, above the threshold of 0.70. Consequently, the questionnaire used in this research was deemed to possess reliability and consistency. The data was subjected to analysis via the use of descriptive statistics, and the hypotheses were tested using the Regression Analysis.

### 4.1 Result and Discussion

**Table 1: Test of hypothesis 1**

**H<sub>01</sub>:** There is no significant impact of flexible work arrangement on employees' job performance.

**Table a: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891 <sup>a</sup>	.834	.782	0.254

a. Predictors: (Constant), All employees may benefit from a flexitime approach, as workers who are able to strike a healthy work-life balance tend to be more productive. Permitting workers to exchange tasks amongst themselves will boost performance. My company has policies in place to help employees who are on parental leave.

**Table 1b: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.438	4	1.109	10.028	.000 <sup>b</sup>
	Residual	48.542	15	1.079		
	Total	52.980	19			

- a. Dependent Variable: Employee’s performance.
- b. Predictors: (Constant), All employees may benefit from a flexitime approach, as workers who are able to strike a healthy work-life balance tend to be more productive. Permitting workers to exchange tasks amongst themselves will boost performance. My company has policies in place to help employees who are on parental leave.

**Table 1c: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.241	.909		3.564	.001
	flexitime	.021	.157	.022	.132	.000
	work life balance	.547	.157	.050	.302	.000
	share jobs	.323	.075	.049	.305	.000
	leave	.060	.146	.071	.409	.000

- a. Dependent Variable: employee’s productivity

#### 4.2 Discussion of Findings

Tables 1 investigate the impact of flexible work arrangement on employee’s performance in Zenith Bank Baze University branch. The investigation estimated an intercept (C) has a coefficient of

3.241, a standard error of 0.909 and a t-value of 3.564. The figures of the standard error (less than half of the coefficient) and the t-statistics (greater than 1.96 critical t-value) signifies that the intercept is significant and positive. The regression result shows that the model has an  $R^2$  of 0.834 which in other word means that 83 percent variation in the dependent variable (employee's performance), is explained by the independent variable (flexible work arrangement), while the error term takes care of the remaining 17 percent which are variables in the study that cannot be included in the model because of their qualitative features. The evaluation criteria in the model indicate that the model is good. The  $R^2$  of 0.834 signifies that the model is good. The F-statistics of 10.028 has the P-value of 0.000. This means that the model is very significant even at 1% level of significance.

**Test objective 1**, the value obtained from the estimation of the model with the table value was considered. The P-value for employee's performance is 0.000, which is less than 0.05 and is therefore significant. The t-statistic for flexible work arrangement is 3.564 at 5% level of significance. This implies that flexible work arrangement significantly influences employee's performance. Therefore, at the 5% level of significance, the alternative hypothesis is accepted while the null hypothesis is rejected.

Test objective 2, the slope of the regression intercept (constant) was considered the value obtained from the intercept is 3.241. This implies that the relationship between flexible work arrangement and employees' job performance is significant and positive.

## 5.1 Conclusion

The implementation of flexible work arrangements has been shown to have a positive impact on several aspects of employees' well-being and job performance. Specifically, it has been seen to decrease work-related stress levels, boost mental and physical stability, and improve overall work efficiency and effectiveness. Flexible work arrangements are beneficial for workers as they facilitate the management of their job, personal life, and the evaluation of their obligations. Additionally, it may be argued that this practice contributes to the reduction of conflict among workers, as it assists them in effectively managing the delineation between their professional and personal spheres. There is evidence to suggest that employees who are given the opportunity to

work flexibly tend to exhibit heightened levels of dedication, engagement, and enhanced performance.

## 5.2 Recommendations

Based on the subsequent discoveries, the following suggestions are put forth:

- 1) Managers should strengthen the use of flextime work arrangements due to their positive impact on employee performance, reduction in absenteeism, and increase in employee satisfaction.
- 2) It is essential for managers to exhibit receptiveness towards requests for flexible working arrangements and evaluate each request based on its individual merits, using a uniform set of standards. The use of consistent and unambiguous principles has significance in mitigating workers' sense of unfairness.
- 3) It is advisable to promote flexible working arrangements, such as flexible time, shift work, compressed work hours, and job sharing, to assist workers in achieving a harmonious balance between their familial and professional responsibilities

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