

## Work Flexibility Schedule and Employee Commitment at Federal Teaching Hospital, Abakaliki Ebonyi State

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### **Abstract**

*The study explored the implications of effective utilization of work flexibility on employee commitment at Federal Teaching Hospital, Abakaliki.. Correlation design was employed while structured questionnaire designed with open-ended questions were administered to the sample drawn from the population of the study. Data collected were analyzed with Pearson Correlation Coefficient via 0.20. The findings showed that flexi-time has significant positive correlation with employee affective commitment (  $r=0.72$ ,  $p<0.01$ ,  $n=350$ ), that compressed work week has significant positive correlation with employee continuance commitment ( $r=0.52$ ,  $p<0.01$ ,  $n=350$ ) and job sharing has significant positive relationship with employee normative commitment (  $r=0.22$ ,  $p<0.01$ ,  $n=350$ ) at federal Teaching Hospital, Abakaliki. The implication of the findings is that as this organization continues to utilize work flexibility schedule, such operational policy-framework will reinvigorate employee psychological commitment that will improve their performance as it enables them to balance both family and work requirement-needs. The study therefore, recommended that organizations particularly Federal Teaching Hospital should always explore the opportunity of co-opting and integrating an effective work flexibility schedule among their workers to generate the desired resilient and commitment to work*

### **NG Journal of Social Development**

*Vol. 15 Issue 1 (2024)*

*ISSN(p) 0189-5958*

*ISSN (e) 2814-1105*

*Home page*

*<https://www.ajol.info/index.php/ngjsd>*

### **ARTICLE INFO:**

#### **Keyword**

*Work Flexibility, Commitment, Compressed Work, Flexi-time*

#### **Article History**

*Received: 5th September 2024*

*Accepted: 3<sup>rd</sup> November 2024*

**DOI:**<https://dx.doi.org/10.4314/ngjsd.v15i1.8>

## 1. Introduction

The contemporary work environment is so dynamic that there is a high demand for workers who are experienced and skilled in order to improve the competitive edge of the firms through higher product quality and lesser prices of the goods to enable the firms to achieve strategic advantage in the industry. This can be achieved through adequate provision for schedule flexibility with highly committed employees in order to enhance the desirable result. Fernandez-Rios, Rico, Martin and De la Corte (2022) assert that instituting work flexible schedule is gaining a general opinion in human resource practice throughout Africa and Europe and is assumed to be a vital idea for managers to adopt in order to have a competitive advantage over other firms. This idea focuses on the positive meaning of the word flexibility as compared with rigidity and on the moral conditions that are favourable to both the employers, employees and the organization at large (Martinez-Sanchez, Vela-Jimenez, Perezperez and de-Luis-Carnicer, 2023). Work Schedule flexibility is often perceived by human resources managers as the earliest vital introduction of workers in the organization and its inception in Germany with the aerospace company. The idea of schedule flexibility was implemented first in 1967 for 3000 white collar employees in administration and employees in Research and Development at the head office near Munich as a way of reducing lines for clocking on and off, and the consequent congestion of every employee being demanded to commence and complete task at the similar time. Employees were constantly leaving early to avoid the lines and, loyalty, morale, commitment and productivity of employees were affected. Herr Hillert, the human resource manager, understood the issue and discovered a solution of variable hours, adjustment between flexible and rigid hours. It was termed "Gleitzeit"- sliding time. By 1972, 6,000 of the 20,000 employees were already implementing schedule flexibility and organization confirmed an average saving of over 40,000 dollars monthly, which led to improvement, loyalty, satisfaction, commitment, performance, lower absenteeism, reduced recruitment and travel problems in the organization.

This concept quickly spread in 1973 when all organizations with employees in Germany and across Europe adopted it because of its benefit to both the employers, employees and the company. In Germany, its adoption was due to shortage of workers and the concept was discovered to influence women to return from work and care for families. By the late 1970s the use of flexible schedule had spread all over Africa and countries especially Nigeria (Dana, 2022). Marcie, Christina and Elyssa (2023) assert that firms implementing schedule flexibility reduced turnover of highly skilled and experienced employees, increased staff loyalty, devotion to duty, morale, reduced hiring cost, employer's time and reduced the rate of absenteeism among employees in the firm. Flexible schedule does not only facilitate conducive work atmosphere and interpersonal relationship but equally influences employees' pleasure to work in any task assigned within the time allotted for completion. (Kossek, Kalliath and Kalliath, 2022).

Work flexibility schedule can be described as the tendency of an employer to design a work to enable the worker control his working time duration as well as location of work. (Kelliher and Anderson, 2022). It is perceived as the ability of an employer to set work period and allow employees to control the work duration within the workplace environment without affecting individual health and organizational desirable outcomes. Work schedule flexibility is viewed as

when a job is systematically designed by a manager in such a manner that it facilitates employee satisfaction, commitment, morale and devotion and its completion within a given time without stress. Work schedule flexibility is measured using indicators such as; flexitime, compressed work weeks, teleworking, part-time work, and job sharing. (Erkut and Funda, 2022). The organization provides employees flexitime to allow them meet up family or personal obligations during the day or to reduce their commuting time by commencing and ending job before or after the rush hours (Mcpherson and Reed, 2021). Telecommuting also known as teleworking has become so popular in developed countries but currently neglected in the third world economies due to trade and labour unions perception on its practicalability without resulting to conflict between employer and employee in the organization (Eby, Casper, Lockwood, Bordeaux and Brinely, 2023). Teleworking is a work arrangement whereby employees do some of their regular work from home instead of being in the office within the organization's work environment. Managers plan, organize and implement teleworking flexibility arrangement in such a manner that it allows employees to arrange their work day around their personal and family needs, reduce job related costs, commuting time and to perform in a less stressful and disruptive work environment (Eby et al, 2023).

However, within the framework of job scheduling configurations in achieving optimal flexibility, part-time work permutations is sacrosanct in its distinctive impact that resonate to improved productivity due to time allotments and utilization on the job (Erkut and Funda, 2022). Job sharing is a type of schedule flexibility arrangement whereby the employer arranges the work in such a way that it provides optimum allotments of tasks in a sustainable manner (Eby et al, 2023). Job sharing allows employees to tap the knowledge and skills of co-workers and facilitates social support system among employees in the firm.

The understanding of these key variables of schedule flexibility would help to establish a positive impact on the employees, employers and the organization in general which could be facilitated through employee commitment. Schedule flexibility leads to job satisfaction since job satisfaction is behavior that appears when workers value their task or workplace and refers to the degree to which an individual likes his/her work (Anantha, Huam and Abdul, 2023). It is a pleasurable feeling that occurs from the cognition of that employee's work achievement or allows the accomplishment of employee's own task values through a well-designed flexible schedule. Suitability of work entails that the employees are physically and mentally fit for the job assigned to to them to do in the organization. Erkut and Funda (2014) assert that schedule flexibility enhances the suitability of employee's job, Employees who are assigned to a specific task will accomplish the task based on the flexitime allotted for the job.

Ahuja (2020) asserts that employees demonstrate their dedication and commitment to duty when the work is arranged in flexible hours, which will facilitate their easy accomplishment. Devoted employees honour organization's time schedule and see it as their responsibility and duty to remain busy while on the clock. They are often quick to find another way to be productive once they finish their first assignment instead of being idle in order to achieve the mission and goals of the organization. Roelofsen (2022) opines that one of the essential employee requirements is a workplace environment that enhances employees to work optimally under comfortable conditions. Conducive work environment is at the heart of manufacturing firms schedule flexibility for employee commitment toward organizational effectiveness (Nelson, 2014). The

workers of both public have long recognized this and private sector as conducive work environment influences employees for higher commitment (Abu-Abdsissamad, 2013) and acts as stabilizing force between management and employees in the employment relations. Individual workers tend to demonstrate higher resilient and commitment to work especially when they perceived that work flexibility schedule allows them to meet both their personal and organizational expectations as observed in Federal Teaching Hospital, Abakaliki (FETHA 1&2).

However, Rainayec, Bhat, Ahmad and Shah (2023) define employee commitment as a psychological contact, which influences the behaviour and attitude of a worker. It is perceived as the extent of obligation, attachment and degree of loyalty of an employee towards an organization and its mission and objectives. Employee commitment is a strong belief that binds a worker to an organization thereby decreasing the occurrence of employee intention to quit (Allen and Meyer, 1990). Commitment increases personal interest for the organization's work schedule and is in turn connected to higher willingness of understanding and embracing schedule flexibility. Choi (2011), asserts that employee commitment is often related with the level of strength between employees' linkage towards the firm. Federal Teaching Hospital, Abakaliki (FETHA 1& 2) as government owned hospital heretofore have ingrained work flexibility schedule in creating all-inclusive and convivial environment that would make the workers to put their best in attaining the goal of the organization. However, the thrust of the study is to establish the relationship between work schedule flexibility and employees' commitment in Federal Teaching Hospital, Abakaliki (FETHA 1 & 2).

Federal Teaching Hospitals as government owned hospitals had conscientiously simplified their job with optimum allotment of responsibilities in a coordinated manner. This allotment however was intended to provide all-inclusive framework that can effectively knit a convergence between flexi-time and affective commitment among the workers. But the problem of inadequate composition of individual workers who are bereft of work flexibility operational dexterity or have cognate experience on the subject matter poses a challenge on the realization and utilization of flexi-time work-structure, hence affected the affective commitment of the workers.

The problem associated with inadequate composition of people that have little or no knowledge of job schedule flexibility has further exacerbated the applicability of compressed workweek in reinforcing the needed normative commitment among the designated workers. The aforementioned composition had allowed and instilled the allotments of responsibilities to workers who neither have acquired operational knowledge nor trained on work schedule flexibility to (Ahuja, 2020) effectively share the jobs in a sustainable manner. This has questioned the job sharing-paradigm as integral aspect of the job schedule flexibility, hence affected countenance commitment of workers. The broad objective of the study is to determine the relationship between work schedule flexibility and employee commitment of Federal Teaching Hospital, Abakaliki.

## **2. Review of Related Literature**

### **Concept of Work Flexibility Schedule**

The rising global work environment, and national crisis, new technologies, rising business competition, and increase level of unemployment have influenced the demand for adopting different work techniques. The adoption of these various techniques in performing a job led to

and is now called flexibility concept. Although, gained its popularity in 1970s, as employer-employee oriented model of performing job easily but has now assumed part of organization's success (Tozlu, 2021). Organizations especially the manufacturing firms have embarked on creative and innovative job methods in order to fit into the dynamic business environment and also to have a competitive edge over other firms in the industry. As a result of this ideology, manufacturing firms have decided to reconsider their human resources in such a way that when they are treated well, it would affect positively on their commitment to higher performance in the firm. Schedule flexibility helps organization to reduce the incidence of staff turnover and increasing the intention to remain and to implement new work practices (Thomson, 2023). Organizations that constantly improve employees' satisfaction through adequate provision of different forms of schedule flexibility such as flexitime, compressed work week, part-time work, job sharing and teleworking have competitive edge as their employees will be more devoted to duty and show more models of work commitment towards organizational survival.

### **Flexitime**

Flexitime refers to a scheduling programme for full-time workers which allows them to choose their starting and finishing times daily, provided the workers complete a stipulated number of hours (Kamau, Muleke, Mukaya and Wagoki, 2023). It is usually organized in this form: starting times; 7.30am; 8.00am; 9.00am or 9.30am and ending times; 4.30pm; 4.50pm; 5.50pm or 6.20pm. This work arrangement came into limelight considering workers childcare or eldercare arrangements considerations. This consideration according to Tozlu (2021) enables individual workers to put in their very best because their personal expectation was also incorporated by the organization.

Flexitime schedule arrangement influences employees' commitment to high performance as they work to satisfy both the organization, personal and family needs through the remaining hours of the day to attend to other problems outside the organization work environment. Here, employees put more effort to complete the daily tasks to enable them leave before or after the rush hour in order to attend to their individual and family obligations (Galea, Houkes and De Rijk, 2019).. Although flexitime schedule can generate to economic loss as employees are not often rewarded financially for the entire job achieved daily (Nijp, 2012) but employees enhance their work-life balance (Wheatley, 2016).

### **Compressed Work Week Schedule**

Compressed work-week is any arrangement of a work schedule that focuses on decreasing both the number of working days and increasing the the number of hours worked per day in any given organizational setting. For centuries after the dawn of civilization, the work week extended from morning to night 6 days a week with the only vacation or relief coming on Sunday. Riva Poor purports that in 1929, only 5 percent of the United States labour force was on a 5 day per week and no vital improvement happened within the period until the mid 1950's. Rova Poor added that recently, the 5-day week is, if not universal, the most acceptable standard work week operational in North America and other parts of the world.

### **Job Sharing Flexibility**

Job sharing is flexible schedule, which enables firms to assign two or more workers to jointly perform a full-time job, with responsibilities and working times shared between the employees.

This approach of letting 2 or 3 workers jointly share a 40-hour working week (full-time) between them has been found to influence employee commitment, job satisfaction and higher intention to remain with the organization. For instance, the workers can be scheduled to work from 8:00 am – 12 noon and the other works from 1:00 pm – 5:00 pm, or each employee works on a specific day's full-time.

In this kind of flexibility schedule, two or more employees perform voluntarily on one job and share the wage and benefits collectively. Branine, (2020) asserts that each of these workers has an independent employment contract with the organization and their benefits, salary and bonus are explicitly stated in the employment contract. The job is usually shared based on the work demands and the workers perform in diverse ways to accomplish the desired goals through social support from coworkers on the task. Depending on the actual requirements of the job, the employees who are in job sharing can be different ages, genders and tribes since there is high rate of cooperation among them, which enables them to understand the job demands and work jointly to accomplish the task within the allotted time frame.

### **Concept of Employee Commitment**

Employee commitment is generally explained as a major variable that connects both employees and the firm as it relates to schedule flexibility in the manufacturing sector (Sharma and Bajpai, 2021). Employee commitment has been widely researched as a result of its key function as a major work attitude that directs, influences and determines the ways people regard their job in the firm especially firms where jobs are scheduled flexibly to improve firm's sustainability (O'Reilly and Chatman, 2019). Employee commitment is a key parameter that measures the extent the employees are willing to work within the flexible hours. Wageeh (2014) in line with Mowday, Porter and Steers (1982) perceived employee commitment as an attitude emanating from the nature and interpersonal relationship between a worker and his firm. It is an employee psychological contact that identifies the employee with specific firm and its objectives to maintain a member of the organization so as to achieve the objectives. Meyer and Herscovitch (2001) observed that Employee commitment is a psychological construct that holds employees to a specific course of action pertinent to the organizational value. Ghani, Nordin and Mamat (2004) maintain that workers who have strong organizational commitment will be determined to continue their job with the corporation because they decided to do so. Dolatabadi and Safa (2010) and Mowday et al (1979) opined that employee commitment is a strong belief in the organization's value and goals and a capability to apply reasonable effort to achieve the stated organizational goals. It is the extent of trust and beliefs employees have toward organizational values and goals. Studies have found that the stronger a worker can perceive in the key values and purpose of the firm, the higher the level of commitment to flexible schedule. Meryer and Schoorman (1998) defined commitment as the degree to which employees identify with firm and its objectives and beliefs to remain a member of the firm. A condition or status indicates the degree to which members of the organization are willing to exert more efforts and have the ability to perform and be devoted and loyal to pursue or achieve the goals of the organization. However, when employees display full commitment to work with the flexible schedule, they would attain higher job satisfaction. If every manufacturing firm wants employees to identify with the firms and their values and goals they should maintain flexible schedule through launching trust control process (Sprenger, 2005). Here, managers and employees will be fully involved in initiating decisions that would help employees to work within the flexible schedule.

### **Affective Commitment**

Affective commitment has continued to be the most important aspect of employee commitment and the key indicator of commitment in relation with schedule flexibility in the firm.. Affective commitment can also be referred to as emotional commitment signifying an employee willingness and hope to remain and maintain membership of the organization to offer service within the flexitime. It is emotional attachment usually connected to a conducive work environment and relationships with the other workers. Dawley (2005) asserts that this emotional feedback connected with employee identity with the organization's identity and from its purely instrumental worth, it results in a situation where the worker needs to persist in his relationship with the firm. Many workers will display affective commitment to the organization when they find that their goals are in consonance with that of the organization at the same time and are ready to assist the organization to accomplish the goals (Ketchand and Strawser, 2001).

### **Continuance Commitment**

Employees exhibit continuance commitment in two forms. The first focuses on the extent of individual sacrifice related with quitting the organization (Dawley, 2005) and the second centres on employees acknowledging the presence of other jobs or alternative job when they intend to quit the firm (known as Sunk Cost) (Namasivayam, 2007). Continuance commitment is, when the employees are aware of the cost implications of leaving the firm and decided to continue to work with the organization. They consider the cost of leaving for the new organization and the work conditions available in the new organization in relation to the prevailing flexible hours such as part-time work arrangement in their present organization. Tseng and Lee (2011) observed that continuance commitment occurs when employees perceive the existence of external job chances in association with the cost involved in leaving the organization. Meyer and Allen (1991; 1993) in their studies discovered that employees with high level of continuance commitment retain membership of the firm. The employees are fully aware of the risks, needs, low options and sacrifices linked with quitting the firm. It involves consciousness of the costs associated with leaving the organization's job.

Continuance commitment is the kind of commitment employees perceive toward the firm due to the huge investment they have made or costs involved with parting with the firm. This kind of commitment appears if workers understand that if they leave the firm they would lose all their huge accumulated investment or when they are limited in the alternatives available for them to decide.

### **Normative Commitment**

Normative commitment is the kind of commitment where employees feel they work with the organization because they ought to or are expected to remain with the organization (Griffin and Hepburn, 2022). It is a kind of organizational commitment based on employee obligation or duty to remain with the organization provided the organization give those days off to attain to their personal and family responsibilities. That is, an employee may feel that he owes the firm for offering him employment such as compressed work week schedule when the employee wanted it most in the firm (Mullins, 2001). Employees with sense of normative commitment stay with the organization because they believe it is normal and morally right, by internalization of the organization's missions, principles, visions, values, goals and objectives of the organization

(Meyer and Allen, 1991). Normative commitment can occur as a result of what employees have benefited from the organization which the employees' beliefs that they owe the organization responsibilities to stay and work for its success. This reciprocate gesture of the employees will influence the employee to accept and work within the flexible schedule to enhance organizational performance (Griffin and Hepburn, 2022). Employees with normative commitment feel that they ought to retain membership with the organization and grow due to various socialization skills that focus on appropriateness of being devoted and loyal to the organization. Employees may demonstrate normative commitment to organization's success due to different career development opportunities available in the firm, which employees will acquire to enable them to perform optimally within the flexible schedule.

## **2.1 Theoretical Framework**

Work-family enrichment theory emphasizes on the implementation of effective work permutation-structure by splitting one's job schedule in order to attend to other personal and family obligations such as health matters or to run one's personal errands. Greenhaus and Powell (2000), however, initiated this theory. Schedule flexibility arrangements is used not only to maintain adequate work life balance but also to improve personal commitment to higher performance in the organization. To enhance employee commitment toward higher performance, the employee might decide to choose any of the available flexible work arrangements that ranges from flexitime and the alike.

However, interpersonal conflict may arise between management and employees when the need to balance working and family responsibilities arises but this conflict is easily short lived where employees struggle to be successful in both areas due to high level commitment toward the organization's goals (Bicklin and McNall, 2013; Sim, 2013; McNall et al, 2010; Russo and Buonocore, 2012).

However, this work-family enrichment theory of schedule flexibility relates to role accumulation theory. This is because schedule flexibility arrangements focuses mainly on achieving optimum goals of the firm in short run period while at the sametime improves employee work-life balance. The knowledge, skills and experience gained in the organization can be optimally utilize while attaining personal and family obligations. The role accumulation theory emphasizes that the process of accumulation of assets is vital for the enrichment process as well (Greenhaus and Powell, 2006).

## **2.3 Empirical Review**

Rau and Hyland (2022) xayed the the implications of role conflict and how it affected work permutations in Kenya. It was aimed at exploring how role conflict has affected work permutation structure. Primary data gotten with the aid of the questionnaire distributed to the respondents were used, while census-sampling technique was also employed. ANOVA formed the basis of its analysis. It revealed that role ambiguity creates complexity and vague in attaining and sustaining improved performance and resolved that a well-stated unity of purpose is directional in molding the goal-related-demeanour as employees who already have a detailed knowledge of their task requirement perform within the flexible schedule than those who do not



have fore knowledge of the job contents. The researchers added that organizations that adopt flexible scheduling are highly recognizable and attractive to their employees and the employees will show higher commitment toward performance than organizations that do not offer flexible schedule with unclear job contents.

Hill, Hawkins, Ferris and Weitzman (2021) also conducted a study on the attendant effect of role compatibility on performance. The aim was to investigate the nexus subsisted between flexible periods (flexitime arrangement) and family life balance. Descriptive design was utilized and first-hand data were generated as the instrument was distributed to the staff West Workers. Regression analysis formed the basis of estimations whereas it revealed that flexible schedule indicator correlates with normative commitment among employees, which leads to increase in the level of family-life balance. The study concluded that the degree to which flexible hours arise is a benefit for organizations. They added that individual workers who experienced flexible schedule in hour (timing) are expected to perform longer hours due to their commitment in order to achieve work family-life balance. The study recommended that firms should determine and analyze workers flexible schedule programme requirements and create workable solutions by executing them in order to achieve both goals of individual and that of the organizations.

Mungancia, Waiganjo and Kihoro (2020) investigated the impact of role clarity on work permutations. The study focused on the effect of flexible work arrangement on firms. Survey design was employed in the study. The researchers made use of only 38 respondents selected from 43 registered staff. The data collected were analyzed using multiple regression. The result indicated that flexitime flexibility as key components has a positive significant association with organizational performance and concluded that firms appreciate the benefit of flexible schedule in order to achieve firms' objectives. The researcher recommended that firms should implement flexible schedule to direct employees on when to start and end work in order to achieve the target goals.

### **3. Methodology**

The study employed correlation research design. The relationship of the study variables consists of work flexibility schedule as independent variable (X) and employee commitment as dependent variable (Y). The components of the decomposed variables of work flexibility schedule are flexitime flexibility ( $X_1$ ), compressed work-week flexibility ( $X_2$ ), and Job sharing flexibility ( $X_3$ ) while employee commitment variables are affective commitment ( $Y_1$ ), and continuance commitment ( $Y_2$ ), and normative commitment ( $Y_3$ ). The population of the study consists of the staff of Federal Teaching Hospital, 3,885. Given the population of the study, the sample was drawn with Krejcie and Morgan (1970) sample size determination method. Therefore, the sample size was 363. The data collected were analyzed with Pearson Correlation Coefficient via 0.20.

## Results

### Correlation Results

#### Correlation between Flexi-time flexibility and Affective commitment

		Flexi-time flexibility	Affective commitment
Flexi-time flexibility	Pearson Correlation	1	.721**
	Sig. (2-tailed)		.000
	N	350	350
Affective commitment	Pearson Correlation	.721	1
	Sig. (2-tailed)	.000	
	N	350	350

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

Considering the determined p-value of 0.01 along with t-probability of 0.000 which is smaller as compared with the value of 0.01 that formed the significant level this result among other considerations provided logical reason to reject the null and accept the alternate hypothesis that flexi-time flexibility has significant positive correlation with affective commitment of staff of the Federal Teaching Hospital, Abakaliki. The result suggests that any unit increase of engendering flexi-time flexibility among the workers will contribute significantly to increase on affective commitment by 72%. A change on the level of flexi-time flexibility will bring about 72% increases among the workers affective commitment to work.

### Correlation Results

#### Correlation between Compressed work week schedule and continuance commitment

		Compressed work week schedule	Continuance commitment
Compressed work week schedule	Pearson Correlation	1	.521**
	Sig. (2-tailed)		.000
	N	350	350
Continuance commitment	Pearson Correlation	.521	1
	Sig. (2-tailed)	.000	
	N	350	350

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

Aligning with the determined p-value of 0.01 in relation to 0.000, which is infinitesimal to 0.01 based-significance level, the result enabled the rejection and acceptance that compressed work-week schedule relates to continuance commitment of worker in Federal Teaching Hospitals. The implication of the result is that a unit increase in compressed work-week

schedule, will contribute significantly a substantive increase on employee continuance commitment to work by 52%. This is predicative of the fact that compressed work-week provides ample time for the worker to balance his/her family expectations.

### Correlation Results

Correlation between Job sharing flexibility and normative commitment			
		Job sharing flexibility	Normative commitment
Job sharing flexibility	Pearson Correlation	1	.221**
	Sig. (2-tailed)		.000
	N	350	350
Normative commitment	Pearson Correlation	.221	1
	Sig. (2-tailed)	.000	
	N	350	350

In view of the resonated result of p-value 0.01 as well as the t-probability of 0.00, which is smaller than the 0.01, determined significant-based level, the result, among other things logically provided enablement that engendered the acceptability of the alternate hypothesis that job sharing flexibility has a significant positive correlation with employee normative commitment in Federal Teaching Hospital, Abakaliki. The implication of the result is that a unit increase on job sharing flexibility, will contribute significantly a substantive increase on employee normative commitment commitment to work by 22%.

### 4. Conclusion

From the findings, the study therefore concluded that work flexibility schedule has a positive and significant effect on employee commitment to work. This positive correlation points to the fact that organizations should pay adequate attention to work flexibility scheduling in the allotment of their responsibilities and task. This is predicative of the fact that job flexibility allows the worker to balance his/her family and work requirements in achieving the goal of the organization. Workers are well pleased and ready to work more, even beyond the time when their job allows them to meet up with their personal responsibility.

### Recommendations

The study recommended that organizations particularly Federal Teaching Hospital should always explore the opportunity of utilization and integration of effective flexi-time flexibility among their workers to generate the desired resilient and commitment to work. The apparent utilization of flexi-time provides all-inclusive framework that allows the workers to balance their work and family expectation-needs.

That the management of this Hospital should strategically design work-responsibilities such that workers can internally arrange their tasks on compressed work week basis for the desired employee commitment. Compressed work week provides adequate time for the worker to address his/her personal responsibilities.

That the management of this hospital should take adequate measures to improve their job sharing application and utilization to allow for knowledge and capability sharing among the workers. Job sharing . Job sharing allows for cross-fertilization ideas. Perspectives and knowledge-need for the desired commitment on the job.

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