

# WORK SCHEDULE FLEXIBILITY AND EMPLOYEE COMMITMENT: A STUDY OF NIGERIAN BREWERIES, AMA, ENUGU, NIGERIA

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## **Abstract**

*The study investigated the extent of relationship between work schedule flexibility and employee commitment of Nigerian Breweries, Ama, Enugu in Nigeria. The specific objectives were to: determine the extent of relationship between flexi-time and affective commitment among employees, ascertain the extent of relationship between compressed work week and normative commitment among employees and examine the extent of relationship between job sharing and continuance commitment among employees in Nigerian Breweries PLC. Enugu. The study employed a correlational research design and structured questionnaire designed in 5-point Likert scale and was administered on the sample of two hundred and eighty six (286), out of which, two hundred and eighty three (283) were returned and were used for the analysis. Pearson correlation coefficient formed the basis for analysis while cronbach's alpha test was used for testing internal reliability of the instrument. The study found a significant and positive relationship between flexi-time and affective commitment ( $r=0.62$ ), a significant and relationship between compressed work week and normative commitment among employees ( $r=0.56$ ) and a significant relationship between job sharing and continuance commitment among workers of Nigerian Breweries, PLC, ( $r=0.72$ ). The implication of the results is that any unit increase on flexi-time, compressed work week and job sharing as work schedule flexibility will result to a significant increase on employees' commitment which enhance organizational performance and recommended that organizations should continue to explore the opportunities of institutionalizing flexi-time, compressed work week and job sharing as working strategies in reinforcing the desired job commitment among their workers.*

**Keywords:** Work schedule flexibility, Flexi-time, Job sharing and Employee commitment

## **1.1 Introduction**

The changing nature of work environment (Burke & Ng, 2006) and the quest for operational excellence had made organizations to increasingly demand for superior skills, operational capability, and improved work-related-attitude (Noorliza and Muhammad Hasmi (2019) necessary for achieving competitive advantage in the industry. These demands became essentially pertinent in the manufacturing sector where employee commitment to work is crucial in the production of quality products that meet customers' expectations. These, however, translate to intensification of work for employees who, on their part, have to work beyond the normal working hours thereby exposing workers to the difficulties and challenges of juggling with work-life balance. These difficulties in striking a balance between work requirements and meeting family responsibilities made most organizations to adopt work schedule flexibility as human resource strategy in addressing work-life balance. Work schedule flexibility is a systematic approach through which organizations design a work schedule such that workers are allowed to control their working time within the overall time frame of the work requirements (Fowler, 2018).

The concept of work schedule flexibility and its relationship to employee commitment to work has its root in 1947 in England, when Fernandez-Rios discovered that employees commitment to work were on the decline as workers were leaving before the closure of work, absenteeism were on the increase as a result of work and life imbalance. His attempt to strike a balance between work and life and issues of employees' commitment to work led to the introduction of work schedule flexibility. The introduction of work schedule flexibility in organizations offered different work arrangement flexibility strategies like flexi-hours, part-time working options, and compressed work period which allowed the workers to attend to their family issues and perform their jobs effectively within the allotted time frame (Berlin and Kerl, 2017). From England, it spread to other parts of Europe due to its benefits to both the employer and the employees. In 1970s, the use of work schedule flexibility in attraction and retention of core employees gained wider acceptance in Africa as most manufacturing firms used it as operational strategy in enhancing employee work commitment. In Nigeria, it was first used in Coal Mining in Enugu and other parts of southern Nigeria where mineral resources were earlier discovered (Daniel, 2017). Under flexible working conditions, employees tend to control how they work in order to mitigate the effects of work stress and manage the demands of work and family matters which were strongly related to higher levels of organizational commitment.

More so, the firm provides employees flexi-time to allow them meet up family or personal obligations during the day while compressed work weeks is a work arrangement in which workers do longer shifts in exchange for a reduction in the number of working days in their work cycle which may be on a weekly or biweekly basis. This work arrangement enables employees to have additional days off work such as longer weekends or mini-vacations to attain personal and family needs with reduced commuting times. In the same vein, employers can extend their daily operating hours with less need to resort to overtime. However, part-time work arrangements allow employees with limited disposable time to be engaged in the labour force, develop their skills and obtain work experience (Kodz, and O'Regan, 2018). It is a kind of work arrangement whereby retirees are engaged to work after

their retirements due to their possession of special skills, knowledge and experiences, which the firms need in their daily operations.

Also, research findings according to Ahuja (2017) have shown that employees demonstrate high level of dedication and commitment to work when the work is designed in flexible hours. Employee commitment is psychological attachment of a worker to an organization. This commitment demystifies employee's willingness and dedication to his/her works (Thompson, 2014). Ahuja (2017) argues that flexible work arrangements create flexibility paradigm which reinforces work-related-attitude needed for improved performance. Nigerian Brewery PLC for instance, has attempted to create work environment that facilitates work schedule flexibility thereby creating work design within a specified period for completion which allow the workers to determine time allotment for the work. Nigerian Breweries PLC is the pioneer and largest [brewing company](#) in Nigeria. It serves the Nigerian market and exports to other parts of West Africa. Incorporated in 1946, its first product, star beer, rolled off the bottling lines of its [Lagos](#) brewery in June 1949. Other breweries were subsequently commissioned by the company, including [Aba](#) Brewery in 1957, [Kaduna](#) Brewery in 1963, and [Ibadan](#) Brewery in 1982. In September 1993, the company acquired its fifth brewery in [Enugu](#), and in October 2003, its sixth brewery, sited at Ameke in Enugu (Nigerian Breweries Bulletin, 2018). However, a number of studies have been carried out to examine the impact of work schedule flexibility on service oriented organizations but studies investigating such impact on manufacturing firms are few. Hence, this study aims to fill this gap by examining the effect of work schedule flexibility on employee commitment on Nigerian Brewery PLC, Ameke in Enugu.

Competitive nature of work environment and the need to achieve competitive advantage in the industry had made organizations especially Nigerian Breweries to consistently foraging ways of improving their production capacity through product quality that meet customers' satisfaction. This concern, however, made the management to reconfigure their production management through the procurement of additional module in operations as addendum to work stations, assembly lines etc., without recruitment of additional staff to fill the new positions, as a result, the workers are over-loaded with tasks, most of them work into the night, thereby creating problems of work-life imbalance (Chinedu and Amadi, 2018). The flexi-time work arrangements that ought to have provided adequate time-framework for the workers to have work-life balance is questioned, since the workers are over-loaded with work and most times, work into the night with little or no attention to their family needs, personal upkeep etc. This situation may be affecting employee affective commitment to work, but the extent to which it has affected their commitment is yet to be established.

Also, compressed work week arrangement is concerned with work arrangement upon which an employee compressed his/her task that is supposed to last for one week to two days. This is another aspect of work flexibility that allows the employee to perform his/her task requirements in shortest period of time as opposed to normal duration. However, issues relating to the procurement of additional module in operations management without proportionate employment of workers to fill the positions further exacerbated their situation as workers are encumbered with tasks, hence affected their commitment to work but the

degree at which such situation has affected their continuance commitment is not clear, hence this study.

Research findings, according to Chinedu and Amadi (2018), have shown that workers in Nigerian Breweries seldom support or stand-in for their co-workers due to rivalry and rift among the workers and by implication, this may make job sharing amidst the workers not attainable. Therefore, this study seeks to determine the extent of relationship between work schedule flexibility as independent variable (in terms of flexi time, compressed work week, and job sharing) as they relate to employee commitment which is the dependent variable in terms of affective commitment, normative commitment and continuance commitment.

The general objective of the study is to determine the extent of relationship between work schedule flexibility and employee commitment in Nigerian Breweries PLC. Nigeria. However, the specific objectives are to: determine the extent of relationship between flexi-time and affective commitment among employees in Nigerian Breweries PLC. Enugu; ascertain the extent of relationship between compressed work week and normative commitment among employees in Nigerian Breweries PLC. Enugu; and, examine the extent of relationship between Job sharing and continuance commitment among employees in Nigerian Breweries PLC. Enugu.

## **1.2 Statement of Hypotheses**

H<sub>01</sub>: There is no significant relationship between flexi-time and affective commitment among employees in Nigerian Breweries PLC. Nigeria

H<sub>02</sub>: There is no significant relationship between compressed work week and normative commitment among employees in Nigerian Breweries PLC. Nigeria.

H<sub>03</sub>: There is no significant relationship between job sharing and continuance commitment among workers of Nigerian Breweries, PLC,

## **2.0 Conceptual Review of Related Issues**

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

Work schedule flexibility is the capacity of employers to effect changes on where, when and the aggregate period employees can engage or spend in performing work-related task (Hill, 2018). This definition suggests that work schedule flexibility provides the management with schedule arrangement paradigm as human resource strategy which is used to motivate, attract and retain their skilled and experienced employees. It is the employer that chooses how to arrange and organize work to ensure high commitment by employees. Grzywacz, Carlson and Shulkin (2016) see work schedule flexibility as the degree to which employers are capable to make choice to organize and arrange major aspects of jobs in the organization.

Pruchno, Litchfield and Fried (2017) see work schedule flexibility as a win-win situation for both the organization and the workers in which the workers are allowed to control their time of work within the time-frame. The definition can be deduced in the sense that work schedule flexibility is both organization and employee oriented by providing opportunity for employees to enhance their commitment to work by allowing them to arrange and organize their work schedule while on the job considering the time for completion thereby enhancing both personal and organizational success. Work schedule flexibility is the mutual meritorious relationship between employer and employees to improve employee

commitment towards organizational success. Jerry (2014) opines that although the key necessities of life are changing, as a result of economic, social, financial and political challenges and while employees are to create convergence in work-life balance for the desired performance. This is because schedule flexibility if systematically planned and adopted with sincerity will decrease the level of workplace stress and increase employees' commitment and wellbeing. Rau and Hyland (2012) equally pointed out that work schedule flexibility is a choice to the standard working day. They added that it is firm's initiatives to improve employees' flexibility all the time and provide conducive environment where tasks can be achieved through different policies and procedures that are put in place to effect the number of hours worked. The introduction of work schedule flexibility in the workplace was influenced by changes in family needs, social, technical and economic factors that lead to work-life imbalance. Work schedule flexibility is measured with flexi-time, compressed work week and job sharing.

### **2.1.1 Flexi-time**

Flexi-time is a working arrangement between the employer and the employee in which both agree to schedule the work flexibly; aiming to gain benefits to both parties. Coenen and Kok (2014) found that flexi-time has a positive significant impact to both employees and organization through improvement of job satisfaction and lower turnover intention among employees in the organization. In flexi-time schedule arrangement, the employer provides alternative time for employees to determine their start and end time for their working day with certain numbers of hour the employees are required to work. The level of commitment is often high in the sense that the starting and ending time will lead to completion of the work stipulated for the day. It influences employees' commitment to high performance as they work to satisfy both the organization, personal and family needs, respectively (Galea, Houkes and De Rijk, 2016).

Flexi-time schedule enables employers to provide a conducive work atmosphere where employees can demonstrate full commitment to work, thereby increasing their satisfaction and wellbeing and invariably reduce the rate of absenteeism (Wheatley, 2016). Employees' level of confidence is always high when working under flexi-time schedule as it reduces the work stress and improves the employees' physical and mental balance.

### **2.1.2 Compressed Work Week**

Compressed work week is scheduling arrangement in which tasks duration is reduced significantly. This suggests that tasks that would have taken up to one week are significantly compressed to two or three days (Wheatley, 2016). This reduction allows the employee to optimize his/her time in creating work-life balance. Compressed work week is usually determined under scheduling flexibility condition in which the employer designs the time-frame for the completion of certain tasks while the employee decides how it should be done within the designated time-frame.

### **2.1.3 Job Sharing**

Job sharing is a flexible schedule arrangement which enables firms to assign two or more workers to collectively or jointly perform some specific works. Firms adopt job sharing

especially where opportunities for part-time schedule provisions or other flexible schedules are in short supply (Branine, 2014). Job sharing provides workers more time for other obligations such as personal and family commitments. Job sharing is a new and innovative approach to work flexibility. When responsibilities are shared among workers, it brings about cross-fertilization of ideas from individuals who may have cognate experience on the work, thereby enhancing their commitment, although, the task is usually shared based on the work demands and specifications.

#### **2.1.4 Employee commitment**

Employee commitment is the relative attachment or involvement of individual workers to their respective organizations. This commitment demystifies their psychological or emotional affinity developed over-time on the firm which reinforces their commitment to work (Rau and Hyland, 2012). However, this commitment could be affective, continuance and normative commitment.

#### **2.1.5 Affective Commitment**

Affective commitment defines individual pertinacity to be emotionally attached with an organization. This kind of commitment largely derives especially when an employee shared the same goal with that of the organization and therefore expresses his/her willingness to graciously assist the management to achieve those goals. Affective commitment is considered the key indicator of the relationship between employees and employers, developed when employees get involved and provide continued support to achieve value for the organization (Herscovitch, 2015). In short, affective commitment refers to an individual's desire to be employed with that organization out of his or her emotional attachment.

#### **2.1.6 Continuance Commitment**

Continuance commitment is relatively associated with the consciousness of the costs associated with leaving the organization. Meanwhile, Berlin (2015) explained how an employee would invest in side-bets by wagering on continued employment in an organization, and would lose those side-bets as they choose to leave the organization. Examples of side-bets include time, status, pensions to be received, employee benefits, specific skills and tenure in the organization (Reichers, 2015). Berlin (2015) explained that those employees who have invested a huge sum of side-bets in an organization would develop strong continuance commitment. Compared to the employees who have acquired or accumulated transferable skills, the continuance of commitment will be lower. These employees therefore would have a higher possibility to leave the organization for a better position outside the organization.

#### **2.1.7 Normative Commitment**

Normative commitment is generally referred to an obligation to remain with the organization. This commitment came to limelight when employee perceived that he/she has benefited from employment. For instance, scholarship to further his/her studies, study leave with pay and alike which above other considerations generated the feeling of obligation and loyalty to remain committed with that organization (Rau and Hyland, 2012).

## **2.2 Empirical Review**

Mmakwe and Ojiabo (2018) investigated the effect of work-life-flexibility and employee performance in Nigerian banks. The study was aimed to ascertain the extent of relationship between work-life-flexibility and employee performance in banking Sector in Port-Harcourt. The study employed descriptive research design of which structured questionnaire was administered on the sample of four hundred (400), out of which, three hundred and one (301) copies of the questionnaire were returned, hence used for the analysis. The spearman rank order correlation coefficient was used to analyze the data. The findings revealed a strong correlation between the measures of work life balance and the measures of employee performance. Subsequently, the study recommends that organizations in the banking sector should promote policies and structures which foster a balance between the personal commitments and responsibilities of an employee and his organizational roles and duties in order to effectively enhance employee performance. However, the study failed to operationalized the decomposed variables into the statement of the problem to have effectively conceptualized them, as a result, did not create that convergence between job stress and employee commitment in proffering solutions on the way forward. This is a gap in literature.

Russell, O'connell and McGinnity (2017) researched on the impact of flexible working arrangements on work life conflict and work pressure in Ireland. The study aimed at investigating the correlation between different aspects of flexible schedule and work life conflict and work pressure. The study employed a descriptive survey research design. They employed a structured questionnaire as primary source of data. The data generated was tested and analyzed using correlation and regression analyses models. The findings indicated that different aspects of schedule flexibility have a negative significant association between work life conflict and work pressure. The study concluded that flexible work schedule reduces the level of work life conflict and work pressure and influence the level of employees' commitment toward performance. The study recommended that organizations should introduce a number of flexible policies in the work environment, which would appear family-friendly to all employees and enhance their rate of commitment. The study failed to introduce the work-flexible polices as recommended, thereby creating gap in literature. More so, the study displayed three variables, which is wrong. Every good research topic must have two variables namely independent and dependent variables, respectively.

Abid and Barech (2017) conducted a study on the impact of flexible working hours on the employees' performance in Pakistan. The objective of the study was to determine the effect of flexible hour among different levels of employees towards higher performance. The study adopted a survey design. Data collected through questionnaire were analyzed using mean and standard deviation and variance. The result showed that work- flexibility has a high and positive impact on executives who are well aware of flexible schedule plan and this reduces the level of stress among employees. This invariably influences the performance of the organization. The study concluded that employees often require flexible schedule plan to reduce the level of stress and improves organization's performance. The study used multiple regression models but failed to state the model. The scope of the study was not clearly stated as a result, the flexible schedule plan as recommended was not captured on the work. The

flexible schedule plan is designated operational framework of step by step approaches through which firms align their work arrangements within the designated time-frame.

Siegel, Mosca and Karim (2016) conducted a study on the impact of flexible work hours on employee commitment and job satisfaction in small business organization in India. The objective of the research was to determine the relationship between flexible work hours, commitment and job satisfaction among the workers in the selected small business organizations. The researchers adopted descriptive survey research design. 160 managers were selected from small business organizations that have been in operation for more than 30 years. A primary source of data was employed mainly through a structured questionnaire administered to the research respondents. Data collected were analyzed with Pearson correlation coefficient. The result showed that there is a positive significant correlation between flexible work hours and employee commitment and job satisfaction among employees and therefore concluded that workers who experienced flexible schedule in their organizations were more committed and have higher level of job satisfaction than those who did not observe flexible schedule. The study recommended that as an organizational supportive programme, organizations should implement flexible work schedule in their policies in order to influence employees' commitment and job satisfaction in the organizations. The design was appropriate but the topic has three variables. Every researchable topic must have two variables, independent and dependent variables, respectively.

Khan, Khan and Shakeel (2016) conducted a study on the impact of work flexible schedule on employee commitment regarding stress and work family conflict. The aim of the study was to determine the impact of stress, family conflict, and flexible hours on employee commitment to higher performance. The study adopted a descriptive survey design. A sample of 70 respondents was selected, out of which only 53 respondents responded positively to the questionnaire administered. The data generated through structured questionnaire were analyzed using mean and regression analysis. The results showed that stress and family conflict has a negative effect on performance but flexible working hours have a positive significant effect on the employee performance to higher performance. The study concluded that flexible schedule is necessary as it helps organizations to improve employees' job satisfaction, commitment, reduce stress and family conflict. The study recommended that organizations should adopt work flexible schedule in order to reduce stress and family conflicts and thereby increase employee commitment to work. The study did not decompose employee commitment into affective, continuance and normative commitment to have captured the net effect(s) and the extent of its relationships with work flexible schedule, thus creating lacuna in literature. Also, the sample size of 53 was too small to generalize the result, therefore lacks internal validity.

Rau and Hyland (2012) conducted a research on the role of conflict and flexible work arrangement in Kenya. The study focused on ascertaining the relationship between role conflict and flexible work arrangement. A descriptive survey design was adopted, such that structured questionnaire designed in 5-point Likert scale was administered on the sample of one hundred and fifty (150), out of which, one hundred and forty five (145) copies were returned and were used for the analysis. Pearson Product Moment correlation coefficient was used to ascertain the degree of relationship between the dependent and independent variables.

The result revealed that there is a negative relationship between un-clarified roles and flexible work arrangement in the organization. The study however concluded that clear roles significantly have a positive effect on flexible work arrangement and recommended that organizations should make more clarifications of their work related responsibilities to suit the flexible schedule arrangements for the desired performance. The design adopted was fine but failed to operationalize its measurable variables into the statement of the problems.

### **2.3 Theoretical Framework**

This study is anchored on job component theory propounded by Edward and Bagozzi (1998). The theory states that jobs should be arranged flexibly to ensure its completion considering the time of its commencement and completion. The theory emphasizes that schedule flexibility arrangement comprises of multidimensional variables that facilitates its perception and balance in any organizational setting. These key indicators help employees to understand the context of the organization in terms of mission, vision, values and goals, which are improved through commitment of the employees. Flexible schedule comprises of flexi-time work schedule, compressed work week, part-time work, job sharing and tele-working (Erkut and Fundas, 2014; Greenhaus, Collins and Shaw, 2003). On the view of Kerkhofs (2018) schedule flexibility consists of stress and satisfaction, work arrangement, working environment and personal health, wages, job content, information technology skills, work life facilitation and work life balance.

The theory argues that when tasks are classified into various components with their associated time frame allows for efficiency which is essential in achieving competitive advantage. The job component theory equally consists of work intensity that entails the pace of work and proportion of working hours spent in work activity. This means the degree to which an employee performs his task within the agreed time for completion include increased time (that is extensive effort or hours spent in task related activity), greater effort (intensive effort or pace and intensity of work) or a combination of both indices. The following are the assumptions of the theory: The theory believes that with the job component arrangement, employees' have better understanding of what is expected of them on the task, that with work flexibility, employees dictate the best time frame for the completion of the work within the whims and caprices of the overall duration. However, the relevance of the theory on the present study is basically on the multi-dimensional approaches of job time-flexibility-component arrangements of part-time, job sharing, flexi-time and alike which allows the employee to determine how and when the job will be done within the designated time-frame on the job. Therefore, the management will set their target with time while the employee decides the how, in terms of time, within the time schedule.

### **3.0 Methodology**

The study employed a correlational research design. This design was good because it seeks to establish the degree of relationship between the studied variables. Work schedule flexibility (X) as independent variable was measured with flexi-time, compressed work week and job sharing, respectively while employee commitment (Y) were also measured with affective, continuance and normative commitment. The population of the study was nine hundred and ninety eight (998) of Nigerian Breweries, PLC. Enugu. The choice of Nigerian Breweries,

AMA, Enugu was as a result that it is the functional largest company within the southeast. The population of the study consists of consultants, supervisors, operation managers, and machine operators as professionals, senior and junior staff members. Senior staff members include personnel officers, accountants, quality control officers while junior staff members are made up of plant operators, clerical assistants, store keepers, computer typist of the firm (Godwin, 2018). A sample size of 286 was used for the analysis from the population of 998.

**Table 1: Cronbach Alpha Value for Work Schedule Flexibility and Employee Commitment**

<b>Constructs</b>	<b>Cronbach alpha value</b>	<b>No of items</b>
Flextime flexibility	0.889	5
Compressed Work Week Flexibility	0.773	5
Job Sharing Flexibility	0.882	5
Affective commitment	0.997	5
Normative commitment	0.996	5
Continuance commitment	0.762	5

**Source:** SPSS version 0.20

The summary of table 1 above shows that all the constructs under schedule flexibility have Cronbach alpha coefficient greater than 0.7. This indicates that the items measuring each construct under work schedule flexibility and employee commitment forms a scale that has reasonable interval consistency. Hence the research instrument for this work is highly reliable.

#### 4.0 Results

##### Test of Hypotheses

H<sub>01</sub>: There is no significant relationship between flexi-time and affective commitment among employees in Nigerian Breweries PLC. Nigeria.

**Table 2: Correlation between Flexi-time and Affective Commitment**

		Flexi-time	Affective commitment
Flexi-time	Pearson	1	.618**
	Correlation		
	Sig. (2-tailed)		
	N		
Affective commitment	Pearson	.618	1
	Correlation		
	Sig. (2-tailed)		
	N		

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

**Source:** SPSS Data output.

Table 2 above showed the correlation result between flexi-time and affective commitment (r= 0.618, P-value: 0.000). The result shows that flexi-time has a significant and positive correlation with affective commitment among worker of Nigerian Breweries PLC, . Therefore, since P<0.01, the study rejects the null hypothesis.

H<sub>02</sub>: There is no significant relationship between compressed work week and normative commitment among employees in Nigerian Breweries PLC. Nigeria.

**Table 3: Correlation between Compressed Work Week and Normative Commitment**

		Compresses work week	Normative commitment
Compressed work week	Pearson	1	.562**
	Correlation		
	Sig. (2-tailed)		
	N		
Normative commitment	Pearson	.562	1
	Correlation		
	Sig. (2-tailed)		
	N		

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

**Source:** SPSS Data output.

Table 3 above shows the correlation result between compression work week and normative commitment (r=0.562, P-value: 0.000). The result shows that compressed work week significantly relates with normative commitment among workers of Nigerian Breweries,

PLC. The correlation result also revealed p-value of 0.000 which is lesser than 0,01, hence provided a logical reason to reject the null hypothesis and accepted the alternate hypothesis.  
H<sub>03</sub>: There is no significant relationship between job sharing and continuance commitment among workers of Nigerian Breweries, PLC,

**Table 4: Correlation between Job Sharing and Continuance Commitment**

		<b>Job sharing</b>	<b>Continuance commitment</b>
Job sharing	Pearson Correlation	1	.721**
	Sig. (2-tailed)		.000
	N	283	283
Continuance commitment	Pearson Correlation	.721	1
	Sig. (2-tailed)	.000	
	N	283	283

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

**Source:** SPSS Data output.

Table 4 above shows the correlation result between job sharing and continuance commitment among workers of Nigerian Breweries, PLC. (r= 0.721, P-value: 0.000). The result shows that job sharing significantly relates to continuance commitment among workers of Nigerian Breweries, PLC. Therefore, since P<0.01, the study rejects the null hypothesis.

#### 4.4 Discussion of the Results

In order to achieve the objective of the study, the hypotheses were formulated and tested using the Pearson's Product Moment Correlation while also conducting preliminary diagnostic on the data collated before analysis. The diagnostics shows the Cronbach's Alpha which was the reliability for both flexi-time and affective commitment was above the acceptable limit of 0.5 (0.889 & 0.997 respectively) meaning that all the question items used in measuring the flexi-time and affective commitment among employees were reliable. This is probably so based on the fact that the questionnaire was an adoption of the standard scales. Having established the reliability of the study, the test of relationship was carried out to ascertain the level of correlation that exists amongst the selected variables using the Pearson's Product Moment Correlation test. The test showed a result that was both positive and significant (r= 0.618, p-value = 0.000). This result implies that the alternate hypothesis is accepted, while the null hypothesis is rejected. This means that flexi-time has a positive significant relationship with the affective commitment of employees in Nigerian Breweries, Enugu.. This relationship could also be said to be significant and direct, because as flexi-time increases, the level of employees' affective commitment in Nigerian Breweries, PLC, Enugu, increases. The positive relationship discovered between flexi-time and the level of employees' affective commitment is widely supported with the findings of Khan, et al, (2016).

Also, on the discussion of the second hypothesis, the researchers also having established the reliability of the study, the test of the relationship was carried out to ascertain the level of correlation that exist between compressed work week and the level of normative commitment among employees of Nigerian Breweries, Enugu while making use of the Pearson Product Moment Correlation test. The reliability test for compressed work week also produced an alpha level which was above 0.5 (0.773), while the question items for normative commitment also produced a value of (0.996), which was also higher than 0.5. The test showed a result that was both positive and significant ( $r= 0.562$ ;  $p\text{-value} = 0.000$ ). This result implies that the alternate hypothesis was accepted, while the null hypothesis was rejected. It also means that an increase in the provision and implementation of compressed work week would also lead to an increase in employees' normative commitment in Nigerian Breweries, Enugu. The results indicated a relationship that was not just positive and significant, but had a correlation coefficient of over 0.5. The implication of this result is that, if compressed work week and employees' normative commitment were quantifiable values, a unit increase or implementation in the schedule flexibility influenced by compressed work week would lead to more than 50% effect in the over all state of employees' normative commitment. However, more than half of the overall employees' normative commitment owes to the level of compressed work week enjoyed by these workers. Compressed work week is no doubt an aspect of schedule flexibility. This finding is in consonance with the results of the previous studies conducted by Johnson (2017) which found that normative commitment has a positive significant relationship with compressed work week as it determines employees' level of attachment and locus of control in the organization.

In addition, the discussion on the third hypothesis was also conducted following the aforementioned steps, .hypotheses were formulated as stated and tested using the Pearson's Product Moment Correlation, whilst also carrying out preliminary diagnostics on the data collated before analysis. The diagnostics shows the Cronbach's Coefficient Alpha which was the reliability for job sharing and employees continuance commitment was above the acceptable limit of 0.5 (0.776 and 0.762 respectively) meaning that all the question items used in measuring job sharing and the continuance commitment among employees were reliable.

Having established the diagnostics of the factors under study, the test of relationship was carried out to ascertain the level of correlation that exists amongst the selected variables using the Pearson's Product Moment Correlation test. The test revealed that it was both positive and significant ( $r = 0.721$ ;  $p\text{-value} = 0.000$ ). This result implies that the alternate hypothesis is accepted while the null hypothesis is rejected. It reflects that job sharing has a positive significant relationship with the employees' continuance commitment among workers of Nigerian Breweries, Enugu. This relationship could also be said to be significant and directional as the workers continue to share responsibilities among themselves, it will result to a significant increase of 72% on their continuance commitment.

## **5.0 Conclusion**

From the avalanche of literature, empirical reviews and the findings, the study logically concludes that there is a significant positive relationship between work scheduling flexibility and employee commitment. The implication of the significant relationship is that any

increase in flexi-time, compressed work week and job sharing will bring about a significant increase in employee job commitment and vice versa. The study, however, provided empirical evidence that work scheduling flexibility derives largely from employee work-life-balance which is essential in deriving his/her commitment to work. More importantly, the results engender the imperativeness of manufacturing firms including Nigerian Breweries to continue to explore the opportunities of work scheduling flexibility in generating the desired work-related-attitudes from their workers.

## 6.0 Recommendations

From the findings, the study made the following recommendations:

- (i) The management of Nigerian breweries, PLC. Enugu should continue to explore the opportunities of engendering flexi-time flexibility in reinforcing the goal-related-attitudes among their workers for the desired commitment, since the result showed a positive and significant correlation between flexi-time and affective commitment of the workers.
- (ii) This firm should take effective measure in providing the needed infrastructural facilities for effective utilization of compressed work week flexibility. This can be achieved by the procurement of those materials-inputs needed for the production of products which can last for periods of time.
- (iii) The management of this firm should continue to orient the workers on the need to avoid rift among them and develop passion to stand-in for their co-workers as when necessary. This also could be achieved and sustained by advocating for organizational passion through job sharing. By doing this, they will work as a team thereby creating room for cross-fertilization of ideas for improved performance.

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