

WORKTIME FLEXIBILITY ON EMPLOYEES' PERFORMANCE OF CITITRUST DEVELOPMENT PARTNERS LAGOS, NIGERIA

By

AKINTUNDE, O. A. & AYENI, M. A

Faculty of Management Sciences, University of Lagos, Nigeria

oluakintunde@unilag.edu.ng; dupeayeni57@gmail.com

Abstract

Past and recent research studies have buttressed on the importance of employees' balance of family-life and work-life has a major role to play on employees' productivity which goes a long way in affecting the overall organizations performance. Therefore, this study examined the effect of worktime flexibility on employees' performance at Cititrust Development Partners in Lagos, Nigeria. The research designed embraced was cross-sectional. The study population comprises of senior management, middle management, supervisors and officers in different departments within the organization. The sample size was 63. The data received was analyzed using descriptive statistics, Pearson regression analysis was used to examine the inter-correlations and relationship among study, linear regression analysis was used for the hypothesis testing. The core findings acknowledged that worktime flexibility either in form of compressed work weeks or flextime flexibility or a combination of both depending on the form of flexibility the organization's structure and policies gives room for definitely affects employees' productivity and overall organizations performance.

Keywords: Work, Worktime, Flexible working hours, Work-life balance, Job Satisfaction, Job Performance, Organization

1. INTRODUCTION

Performance is the primary focus of most organizations and that's why most employers focus on improving employees' productivity in order to improve the overall performance year in year out. The performance management system therefore gained limelight as a management modification tool that can be used to address, and redress worries of several organizations on issues regarding performance (Haynes, 2007). The objective is to evaluate the effect of worktime flexibility and employees' performance. It covers the accessible sensible proof with respect with the impacts of adaptable kind of working time courses of action. It focused specifically on the recognition on the adaptability of working time and the effect it has on both the employees' performance and organizational performance. Worktime flexibility is associated with programs, organizational policies and practices initiated by employers that enable employees' have some freedom of choice in adjusting the length and/or scheduling of their working time to meet their preferences (Golden, 2012; Henly & Lambert, 2010).

It is concerned on the perception of the employees ascertain whether the flexibility of time reduce tardiness, absenteeism & turnover, improve employees' morale, mental & physical health and overall performance (Lee & Devoe, 2012).

This also considered the change in attitudes of organizations for the adjustment of actual working hours and job demands without diminishing employees' welfare and practices that improves employees' performance without also diminishing organizations performance. This research

objective is to ascertain policies and organization's practices regarding working time arrangements which are most likely to promote productivity, and also improve firm performance (Golden, 2012). The fast development of the global economy in the 21st century has made new undertakings for industries over the world. Globalization has changed the world into a worldwide town where this change has pushed industries like the financial institutions to endeavor hard to pick up and continue their upper hand. Consumer loyalty and client support being the prime work in a profit-making establishment has created changes leading to adjustments in work arrangements (Halpern, 2005). For instance, representatives in the benefit making associations in Nigeria are increasingly engaged with their occupations, working longer hours over 48 hours (ILO, 2010) making it hard for representatives to keep a harmony between employment, family and other individual issues (Essien & Edwinah, 2018). Subsequently this has brought about work life clashes which has been seen as related with emotional well-being issues like pressure and wretchedness (Beck & Davis, 2004) which over the long-haul influences' execution of the representatives.

This comes down to what comprise the issue on the investigation of the requirement for worktime adaptability and representatives' presentation in Nigeria. Traffic blockage, close family needs, deficient transportation frameworks, climb in cost of lease and home loan in urban communities, work fixation in certain area (e.g Lagos), are factors that require the requirement for adaptable worktime courses of action for representatives' so as to deal with their feelings of anxiety and increment work life balance which thusly will prompt compelling occupation execution and by and large association execution. The reason for this research is to look at the effect of worktime adaptability and the open doors it gives representatives to melt the work-life and family-life struggle. In contrast with past practices, organizations in present time are feeling the squeeze to deliver products and enterprises, of the correct quality at a correct cost, as and when clients need them. It implies that better approaches for working must be found to utilize representatives and different assets. Adaptable types of working time can assist associations with improving client care by fulfilled representatives' (Hashim, Khattak and Kee, 2017). Adaptable worktime can likewise assist with decreasing non-appearance and increment efficiency, representatives' responsibility and faithfulness. Representatives' whose work time is adaptable frequently have a more noteworthy awareness of other's expectations, possession and command over their working life. In the event that an administrator causes a representative to adjust his work life and home life this will build dependability and responsibility of the worker. A worker may feel increasingly ready to fixation on his work and to build up his profession.

Worktime adaptability is never again only an imaginative arrangement decision for taking care of representatives. A proficiently worked and painstakingly upheld completely worktime flexibility arrangement can be a success both for representatives' and businesses. Among the advantages to bosses are improved representatives' resolve and work commitment, better enrollment results and workforce maintenance. Among the advantages to representatives are decrease of weight at work, better work/family and work/life balance, and improved physical and psychological well-being.

What's more, look into has indicated that impression of hierarchical endeavors to help work/life balance emphatically impact representatives' pledge to their employments, fulfillment with their work, and capacity to deal with their obligations at work and at home. Taking everything into account, a vast larger part of representatives' place high an incentive on adaptability of time at work spot, however some don't have the adaptability they have to deal with their lives at and away from work (Bhate, 2013). The disappointment by associations to help representatives in fulfilling their non-work objectives has brought about poor work frames of mind, lateness, poor utilization of activity, withdrawal propensities and poor center allocated obligations (Ojo, Salau and Falola,

2014). The administration of organizations must support up to these difficulties through the presentation of adaptable work time plans in order to encourage representative's achievement of both individual and corporate objectives.

Contemporary management issues on maximization of the overall organization performance has a lot to do with employees' performance. Employees' performance is majorly dependent on how well an employee is able to manage time and perform in a maximum efficient and effective manner which is only possible when there's job satisfaction and employee engagement.

Primarily, the purpose of this study is to determine the most effective use of work time flexibility particularly in a profit-making organization and to further examine the effect of worktime flexibility on employees' productivity and performance. This research is limited to the use of a single company, Cititrust Development Partners. It is a financial management institution, which provides all financial service financial services users. The company was birthed in 2006, due to the complex nature of the Nigerian economy and the financial sector.

2. LITERATURE REVIEW

2.1 Theoretical Review

The perception that is neither applicable on the individual worker level nor hierarchical level. From the methodical viewpoint (Natalia, 2011), adaptability for one side (e.g the association) limitations could be created on the opposite side (e.g the representative). Adaptability for an establishment doesn't necessarily mean adaptability when it comes to making decisions that can impact employees' productivity. The Flexible-Firm Model was proposed in the year 1984 by John Atkinson of the Institute of Manpower Studies. Atkinson buttresses a self-assured view to adaptability; he contends that monetary downturn and mechanical changes have urged establishments to make their firm progressively adaptable consequently expanding profitability (Rose 2008). Atkinson accepts that adaptability tends to the rigidities related with the standards of business built up under logical establishment structures where the executives' power over laborers was utilized to expand efficiency (Salama, 2004). Atkinson's adaptable firm model gives insight into structure dependent view of distinguishing various leveled work categories by making a "core" and a "periphery" workforce; and the creator further contends that the adaptable firm has an assortment of methods for addressing the need of HR (Skyrme, 1994). The workers at the core of the structure power is comprised of exceptionally talented specialists, (for example, the board, specialized staff and different experts) who are viewed as basic to authoritative accomplishment by their capacity to support the association's upper hand (Cohen and Maldonado, 2007). They are profoundly respected by the business, generously compensated and they are associated with the company's basic leadership (Torrington et al 2008). Furthermore, they will in general have improvement and profession openings so as to verify their long-haul responsibility to the associations. Consequently, these workers are required to be practically adaptable by applying their aptitudes over a wide scope of errands so as to contribute altogether to the accomplishment of establishments (Marchington and Wilkinson 2008).

2.2 Conceptual Review

Time has become the new money in spite of the fact that it can never truly supplant financial cash. Truth be told, when workers' need to pick among different occupations with equivalent pay scales, time can be the main factor in taking a vocation or in remaining in a vocation. Another report from the Families and Work Institute's 2008 National Study of the Changing Workforce (NSCW) finds that 87% of representatives justifies that adaptability permits them to deal with their work and individual or family life. Being able to control their work routine, makes it increasingly feasible

for representatives to mastermind their opportunity to carry out their obligations at work and away from work (Hill, Hawkins, Ferris, and Weitzman, 2001). Worktime adaptability can't only be seen as an imaginative strategy decision for overseeing representatives, it is in addition an unsafe stipulation for establishments to thrive in the present aggressive and dynamic worldwide business condition.

The global awareness of work requires a consistently escalating application of adaptability in timetables, hours, and extents. In spite of boundaries acknowledged with observing, director susceptibility, and the budding for unfavorable effects on profitability, the extending of worktime adaptability is unreasonably undoubted to dismiss (Bhate, 2013; Tahir et al., 2014). A skillfully worked and painstakingly authorized exhaustive worktime adaptability sequencer can be a triumphant occurrence both for representatives' and administrators. Among the advantages to managers are improved representatives' assurance and work commitment, better enlistment results and workforce maintenance, and the upgraded profitability offered by a steady ability pool. Such gains can give an aggressive edge to any organization. Among the advantages to representatives are decreased weight at work, better work/family and work/life balance, and improved physical and emotional well-being (Bhate, 2013; Hashim and Hameed, 2012).

Adaptable work hours allude to a training whereby managers permit representatives to modify their resumption and shutting time in a manner that is not quite the same as the regular 9 am-5 pm. Be that as it may, regardless of the adjustment in timing, the absolute every day work timetable of such representative meets the necessary working hours concurred between the two gatherings. At the end of the day, such representatives despite everything work for a predetermined number of hours are as yet expected to meet their objectives. Adaptable work hours are otherwise called 'adaptable timetable' or 'strategic scheduling. It is an idea that twenty to thirty-year olds are pulled in to and the reasons are not implausible.

3. METHODOLOGY

Sampling involves selection of a part of the total population on the basis of which a judgment on inference about the population is made (Asika, 1991). To get the sample size, the researcher made use of the Yamane equation:

$$n = \frac{N}{1 + Ne^2}$$

n – the sample size

N - the population size

e - the acceptable sampling error (5% point)

For example, for N = n will be equal to:

$$= 75 / 1 + (75) * (0.05)^2$$

$$= 63$$

A representative sample size of sixty-three (63) employees of Cititrust Development Partners in Lagos, Nigeria were selected using the Yamane equation and used in this study. Various criteria were used in selecting the final organizations for this study. The researcher determined that the participating organization must be a young organization with adequate millennials. Also, the researcher presumed a medium- to large-sized organization needed to be selected for ease of access, the researcher's preference was that the organization selected be located in an area that can be easily assessed by the researcher's, which is the reason the researcher chose Cititrust Development Partners in Lagos, Nigeria, and the questionnaires were administered to staff. Descriptive statistics is the use of frequencies, mean, standard deviation and percentages.

Inferential statistics was used to measure the relationship between variables with the aid of Statistical Packages for Social Science (SPSS) version 20. Pearson regression analysis was used to examine the inter-correlations and relationship among study variables with a view to determining the degree of association between the dependent and the independent variable.

4. DATA ANALYSIS

The demographic distribution of sampled respondents, focusing on the gender distribution it can be seen that 45.76% of the respondents are male, while 54.24% of the respondents are female. Also, according to their age distribution it is seen that 34.33% of the respondents are Less than 25 years, 19.40% of the respondents are within 26-35years, 35.82% of the respondents are within 36-45years, while 10.45% of the respondents are 46 years and above. In addition, the distribution of sampled respondents according to their level in the organization shows that 9.4% of the respondents are casual staff, 13.2% of the respondents are contract staff, and 66.0% of the respondents are junior staff, while 11.2% are senior staffs. Also according to their educational qualification, 32.84% has OND/NCE qualification, 35.82% has HND/BSC, while 10.45% has masters' degree, while 20.90% of the respondents have PhD/Equivalent. Also according to Respondents' category of expertise, 59.16% are core staffs, while 32.84% of the respondents are support staffs. Also according to respondents Management Level, 17.91% are top management staffs, 46.27% are senior staffs, while 35.82% of the respondents are junior staffs. Lastly, according to research question on respondents' location in Lagos state, 20.34% are from zone A, 30.51% of the respondents are from zone B, 33.90% of the respondents are from zone c, while 15.25% of the respondents are from zone D.

The data collated from the questionnaires were impressive based on the number of returned questionnaires to the researcher from the respondents. From the statistics, 59 equalling 93.65% of the total population size (63) responded to the questionnaires and submitted completed copies of the questionnaires back to the researcher. According to the findings of this study, there was significant relationship between the effect of worktime flexibility and employees' performance. It also considered the relationship between the effect of compressed worktime flexibility and employees' performance. This relationship was seen as positively significant, also that that there is a positive and significant relationship between the effect of flextime worktime flexibility and employees' performance. According to the findings of this study, worktime flexibility, compressed worktime flexibility, and flextime worktime flexibility does have significant effect on employees' performance; this was made evident by the responses gathered from Cititrust Development Partners, Nigeria. It is therefore safe to say that despite the dynamism in the business environment, one thing is certain, and it is the fact that employees' performance is pivotal to the goal achievement of the organization, and highly imperative to the productivity of the organization. Approaches like worktime flexibility, compressed worktime flexibility, and flextime worktime flexibility should be adopted or adapted so that employees can continuously give their all in the organization and there will be increase in productivity and performance.

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

The study has examined the effect(s) of worktime flexibility on employees' performance. It also considered the relationship between worktime flexibility and employees' performance, the effect of compressed work time flexibility and employees' performance, as well as the flextime worktime flexibility on employees' performance. The data collated from the questionnaires were impressive based on the number of returned questionnaires to the researcher from the

respondents. From the statistics, 59 equaling 93.65% of the total population size (63) responded to the questionnaires and submitted completed copies of the questionnaires back to the researcher. According to the findings of this study, there was significant relationship between the effect of worktime flexibility and employees' performance. It also considered the relationship between the effect of compressed worktime flexibility and employees' performance, also that there is a positive and significant relationship between the effect of flextime worktime flexibility and employees' performance. This relationship was seen as positively significant.

Generally, the findings suggested that: for organizations to enhance motivation and organizational commitment and boost employees' performance, there is need to adopt or adapt worktime flexibility; compressed work time flexibility as well as flextime work time flexibility because it enhances employees' performance in Nigeria organizations.

This relationship is premised on the belief that Various types of flexibilities in an organization are treated as strategic flexibility, organizational flexibility, people flexibility, operations flexibility, marketing flexibility, financial flexibility, information system flexibility, decision flexibility and so on, This is generally accomplished by adjusting to varying desires around the world from the authoritative angle on the key issue of adaptable work just as the portion of the workforce to the fluctuating prerequisites of millennials in this current generation. From the employees' point of view, adaptability is to pick when, and to what extent the representative needs to work based on current or emerging personal and family life needs. These two angles can be managed by legally binding adaptability (transitory establishments, provisional labor) and by worldly and spatial adaptability (more time, available to come back to work, tactical scheduling, and working from home).

The aftereffects of theories uncovered that there is a critical connection between the impact of worktime adaptability and representatives' presentation. It additionally considered the connection between the impact of compacted worktime adaptability and representatives' presentation, likewise that there is a positive and critical connection between the impact of strategic scheduling worktime adaptability and representatives' exhibition. This relationship was seen as positively significant.

Based on the findings and conclusion above, the following recommendations were presented;

- i. Organizations should place a lot of emphasis on improving the organization flexibility as it enhances motivation and improves organizational commitment and performance
- ii. Also, that organizations focus on improving the standard of the work hours on a monthly basis as it is a huge determinant of the extent of employee dedication to work and performance
- iii. Also, that emphasis should be placed on compressed worktime flexibility as it is a very good avenue to derive the best form of job commitment from employees and also ensure employees' performance.
- iv. Organizations should endeavor to recognize employees' flexibility needs as it will help enhance motivation, improve organizational commitment and in turn lead to
- v. improvement in employee performance.

Lastly, that emphasis should be placed on flextime worktime flexibility as it is a very good avenue to derive the best form of job commitment from employees and also ensure employees' performance. It was observed that most research work done on worktime flexibility were focused mainly on other countries, ignoring the Nigerian sector and its applicability considering our peculiar socio-economic environment where there is high chaos, inadequate transportation systems, long working hours, etc. Previous research which concentrated on other countries showed

a positive correlation between worktime flexibility and employees' performance. The findings of this research have corroborated and validated previous research work. However, this research is different as it focuses on working time in Nigeria using Cititrust Development Partners in Lagos, Nigeria as a case study. The findings of this research work have determined that worktime flexibility does affect employees' performance in Nigeria.

This research work investigated the effect of worktime flexibility on employees' performance in Cititrust Development Partners which is a financial investment institution in Nigeria. Future studies should ensure that a comparative study is carried out among different sectors of the Nigerian economy. Also, many skepticism arose as a discussion amongst some respondents in the management team on if worktime flexibility will not lead to encouragement of workers double dealing which can be a risk to the protection of employer's trade secret. In as much as "conflict of interest" is not established. Worktime flexibility is now accepted as the new norm. Other variations to this emanating from this angle of work/life balance is also subject to further studies.

REFERENCE

- Bhate, R. (2013). *Flexibility at work: Employees' perceptions. The Generations of Talent Study*. Sloan Center on Aging & Work at Boston College.
- Essien, C.E., Edwinah, A., (2018). *Flexible work time schedules and organizational commitment in Nigerian banking industry: a strategy for employee commitment*. Published by International Journal of Social Sciences, department of Management, FSS, University of Port Harcourt. Retrieved from <http://socialscienceuniuyo.com/wp-content/uploads/2018/06/Flex-Article-One.pdf>
- Golden, L. (2012). *The effects of working time on productivity and firm performance, research synthesis paper*. International Labor Organization (ILO) Conditions of Work and Employment Series, (33).
- Halpern, D.F., (2005). *How flexible work policies can reduce stress, improve health and save money, stress and health: Journal of the International society for the Investigation of Stress*.
- Hashim, M., & Hameed, F. (2012). *Human resource management in 21st century: issues & challenges & possible solutions to attain competitiveness*. International Journal of Academic Research in Business and Social Sciences, 2(9), 44.
- Haynes, B. (2007). *Office environments that enable human contribution*. Sheffield Hallam
- Henly, J. R., & Lambert, S. (2010). *Schedule flexibility and unpredictability in retail: Implications for employees' work-life Outcomes*. Retrieved from University of Chicago website: <http://www.ssa.chicago.edu/faculty/Henly.Lambert.Unpredictabilityandwork-life.outcomes>.
- Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2001). *Finding an extra day a week: the positive influence of perceived job flexibility on work and family life balance*. Family Relations, 50(1), 49-58.
- Lee, B. Y., & DeVoe, S. E. (2012). *Flextime and profitability*. Industrial Relations: A Journal of Economy and Society, 51(2), 298-316.
- Marchington, M., and Zagelmeyer, S. (2005). Foreword: *linking HRM and performance - a never-ending search?*. Human Resource Management Journal, 15 (4): 3 - 8.
- Natalia, Petrova., (2011). *Flexible working as an effective tool of organizational productivity increasing: perspectives of property and staff in Alcatel-Lucent Pte. Ltd*. Retrieved from <http://www.divaportal.org/smash/get/diva2:491396/FULLTEXT01>
- Ojo, I.S, Salau, O.P; & Falola, H.O; (2014). *Work-life balance practices in Nigeria: A*

- comparison of three sectors*. Journal of competitiveness, 6(2), 3-14.
- Salama, D. A. (2004). *The changing patterns of work environments in a global society: toward an employee-centered framework for workplace design*. College of Environmental Design King Fahd University of Petroleum and Minerals. Dhahran, Saudi Arabia: College of Environmental Design King Fahd University of Petroleum and Minerals.
- Skyrme, D. (1994). *Flexible working: building a lean and responsive organization*. Long range planning., 27 (5), 98-110.