



Flexible Working And Employee Performance In Plastic Manufacturing Industries In Anambra State, Nigeria

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ABSTRACT

This work investigated the flexible working and employee performance in manufacturing industries in Anambra State, Nigeria. The study aims to determine the effect of self-roistering; part time working; shift work, temporary contracts and flexi time on employee performance in manufacturing industries in Anambra State, Nigeria. Relevant conceptual empirical literature was reviewed. The study was anchored on Spill-over theory, Descriptive survey design was adopted. The study was carried out in Anambra State, Nigeria. The population of the study comprised 2090 employees of plastic manufacturing industries in Anambra State. The statistical formula devised by Borg and Gall was employed to determine the sample size of 408. The instrument used for the study was questionnaire. Face and content validity was adopted while, test re-test and Cronbach Alpha method were carried out to achieve reliability of the instrument. Simple percentage analysis was employed to answer the research questions and Multiple Regression analysis was in testing the hypotheses. Results showed that Self-roistering has a significant positive influence on employee; part time working had a positive significant effect on employee performance in manufacturing industry and shift work had a positive significant effect on employee performance in manufacturing industry in Anambra State, Nigeria. The study conclude that flexible working had a positive significant effect on employee performance in manufacturing industry Anambra State. It was recommended among other that management should imbibe self-roistering as part of the flexible timing procedure; it tends to enhance the employees' abilities, interest and zealously towards their jobs in the organization. It brings about good quality products too. Shift working systems should be adjusted according to the preferences of the employees so that their performance can be improved. Continuous changing of shifts should be avoided which otherwise affects employee performance.

Keywords: Self-Roistering, Part Time Working, Shift Work and Employee Performance

INTRODUCTION

Employees need a comfortable environment for high performance. Flexi work system arrangements are tailored according to the type, line and structure of the organization. The flexibility of work makes employees to be satisfied and reduces job turnover (Kiprono, 2018). Flexible working arrangements are actually emerging issues in human resource management field. The world is becoming a global village; hence as an employee in any organization the balance between personal life and work responsibilities should not be ignored, if the employee performance is to be achieved. Employee performance is defined as work related task that is expected on employees and how well the task was done. The performance can

be measured monthly, quarterly, semi-annually or annually to be able to provide improvement of identified segment in the business (Dessler, 2008). Armstrong (2009) added that it is an element of both motivation and abilities of employee. The author addresses that it can be improved through careful placing and training programs with right incentive both monetary and non-monetary to improve the overall performance of the organization.

Flexible working relates, to an organizations working arrangement in terms of working time, working location and pattern of working (chartered institute of personnel and development). Flexible working arrangements like flexible part time, shift work, compressed work hours and job sharing are often used to help employees in balancing their family and work life (Lim & Teno, 2000) during 'core hours' which is usually fixed or a period between the latest permissible starting time and earliest permissible finishing time. In developed economies, people are working longer and longer hours and the evidence mounting that this is damaging result on its damage to health and family life (Cooper, 2008). Greater flexibility would have some positive effects. Individuals would have more choice, control and likely achieve a better fit of their hours worked to their preferences (Burke, 2008). Flexibility at work now takes various forms and includes job sharing, variable working time and telecommuting alongside conventional part time schedules. These arrangements vary across different countries and reflect the amount of control over working time that employer or employee enjoys in relation to when the work is done and the number of hours worked during a specific period (Cole, 2006).

As the global business competition war intensifies, there is an increasing need for companies to adopt innovative HR strategies and adapt a variety of changes in order to remain competitive in their various markets lest they are deemed irrelevant (Winder, 2009). Formal work flexibility has been an important step toward increasing work life balance and enhancing performance. The understanding of work flexibility dates back to year 2010 when the workplace flexibility comprehensive policy solution was released in America to expand the Americans access to work flexibility. Work flexibility generally refer to a practice in organizations where employees are able to choose when they work and where they work from so long as they fulfil their working obligations in doing so (Grzywacz, Carlson & Shulkin, 2008).

There have been dramatic changes in workforce demographics over the past few decades. These changes have increased employee demands for more flexibility in the workplace so that they can better balance work and life. Flex-time, compressed workweek, working from home, job sharing, and reduced work hours have been increasingly implemented by employers as responses to the conflicts between employees' work and personal life. Matos and Galinsky, (2012) of the view that the majority of employers have adopted flexible work arrangements (FWA) that allow employees to better manage their working hours and locations. For example, 77 percent of employers reported that they have offered flexible work time, and 63 percent reported flexible work location.

Flexible work options are among the many work-life balance initiatives being advanced by many organizations as they seek to enable their employees reconcile their work life and family responsibilities (Ruhm, 2005). The work arrangement provides options other than the traditional workplace expectation that employees must work continuously and full-time and do so consistently in the office. Kossek and Lee (2011) argue that, this focuses on relatively short-term personal situations while ignoring longer-term career implications. However, the implementation of flexible working hours is an effective stage to increase productivity without increasing the work force (Cushway, 2014). As businesses continue to rapidly adapt to the changing business conditions, smart organizations are keenly seeking to reduce costs incurred in terms of work space and maximize profits.

Given that employment situations all over the world have become more competitive and unstable, many companies and organizations have inclined to present more flexible employment conditions, focusing on prospective tribulations (such as lower demand of the market) and the possibility of lay-offs (Muthoni, Theuri & Sang, 2018). Flexible working arrangements are increasingly offered by organizations in order to remain competitive through the recruitment and retention of top performing employees. The employer is more concerned with performance rather than presence of employees at work place and flexible work is

becoming a standard element of normal business practice, driven by employee demand for more autonomy in managing their work-life balance, by improved technology. The Employment Act which primarily governs the employment relationship in Nigeria defines the fundamental rights of employees, sets out the basic conditions of employment and regulates matters dealing with the employment of children (Muthoni, Theuri & Sang, 2018). The Act also provides a number of work life balance initiatives that relate to the employment relationship. The Nigeria work space has also changed drastically over the years. A new crop of generation (millennial) has morphed the work place, these are the work force in their twenties and early thirties. The young people value a lot of work flexibility, they for instance do not care what time they report to work provided they get the work done. They search for other job opportunities if they sense they are too restricted by the work schedule (IHRM, 2016).

Firm performance is the outcome achieved in meeting internal and external goals of a firm (Lin et al, 2008). Performance has several outcomes including growth, survival, success and competitiveness. Better performing employees at work become more committed to their organizations and ultimately contribute to increased organizational performance as well as growth of the economy. To achieve this flexible work arrangement is important. Availability of flexible work arrangement practices have also been related to increased affective commitment and decreases turnover intentions among employees not just users of the practices (Grover & Crooker 1995). Organizations offering flexible work arrangement practices enjoy increased profit rates. Consequently work life balance helps employees improve relationships with family and friends. Employees enjoy better physical and mental health by managing work life properly. Therefore, this study examines the effect of flexible working on employee performance in manufacturing industries in Anambra State, Nigeria.

Statement of the Problem

The productivity of any organization depends on the performance of its employees. There are a variety of factors that influence performance of employees in an organization and these can either increase it or decrease it. Armstrong (2006) observes that employee satisfaction is likely to increase ones performance as one will always exert himself or herself to a task that they feel they are capable of and in an environment that is conducive. On the other hand, factors such as work pressure, fatigue and high stress levels are likely to limit performance in organizations (McNall, Masuda, & Nicklin, 2010). This is because an employee can hardly perform his stipulated tasks effectively and neither can he do them efficiently if he is pressured or fatigued. On top of this, conflicts that arise from the roles in the two domains (work and family) may weigh down on employees.

Due to this, many organizations have been forced to identify work flexibility balances that will counter this. Flexible work arrangements are the most consistent initiative being employed (Hildebrandt, 2006). Among these work arrangements, flextime has been one of the most employed programme (Muli, Muathe, & Muchiri, 2014). The manufacturing industries are among the most demanding places one can work. In Nigeria, the manufacturing industries have undergone drastic changes (Muli, Muathe & Muchiri, 2014). Muli, Muathe and Muchiri, (2014) sees the problems of flexible working arrangements as; employees may not work efficiently without supervision; compressed work weeks may mean client availability suffers; feelings of unfairness when only certain employees have work that can be done remotely. Flexible working arrangements result to work pressure and work-life conflict. Our work-pressure measure taps into the general intensity of work (both physical and mental) and time pressures. The measure of work-life conflict used in the study captures tensions between work and family commitments. International labour organizations global report on flexible work arrangement of 2010 rates Kenya among those with the highest prevalence of long working hours more than 48 hours per week (ILO, 2010). Moreover the banking sector in Kenya is said to be the most affected by work life imbalances ranking 3 in a list of 24 industries (ILO, 2010) rising concerns from key stakeholders in the country because of work life conflict and life work conflicts. Research has shown that work life balance is associated with reduced levels of stress and somatic complains, increased job satisfaction and reduced labor turnover as well as organizational performance (Rathi & Barath, 2013). Little research has been

done on flexible work arrangements as a way of improving performance among commercial banks in Kenya (Kamau, Tuwai & Kuria, 2015).

Although there have been researches on the wider flextime work initiatives no research has solely linked the various work arrangements, alone flextime work arrangement to employee performance across all the manufacturing sector in Anambra State, Nigeria. This is in contrast to cases like in the Gaza strip where a study by Al-Rajudi (2012) showed a link between flextime among other flexible arrangements and employee productivity. Muli, Muathe and Muchiri (2014) carried out a similar research but theirs focused on the wider work-flexibility initiatives with Kamau, Muleke, Mukaya and Wakoki limiting their study to Ecobank Kenya alone. Additionally, there are concerns exhibited by previous studies that some organizations might be reluctant to fully embrace working flextime as the practice is deemed to only benefit the employees and not the organizations (Wang & Walumbwa, 2007). There is therefore need to find out whether working flextime has any effect that has a bearing on the employer. This plus the fact that no research has solely focused on flextime work arrangement on employee performance across the manufacturing sector in Nigeria is the basis of this study.

Objectives of the Study

The general objective of this study is to investigate the effect of flexible working hours on employee performance in manufacturing industries. The specific objectives are to:

1. Determine the effect of self- rostering on employee performance in manufacturing industries in Anambra State, Nigeria
2. Examine the influence of part time working on employee performance in manufacturing industries in Anambra State, Nigeria
3. Investigate the effect of shift work on employee performance in manufacturing industries in Anambra State, Nigeria

Research Questions

1. To what extent does self- rostering influence employee performance in manufacturing industries in Anambra State, Nigeria?
2. To what extent does part time working affect employee performance in manufacturing industries in Anambra State, Nigeria?
3. To what degree does shift work influence employee performance in manufacturing industries in Anambra State, Nigeria?

Hypotheses

Ho₁: Self- rostering has no significant positive influence on employee performance in manufacturing industries in Anambra State, Nigeria

Ho₂: Part time working has no significant positive effect on employee performance in manufacturing industries in Anambra State, Nigeria

Ho₃: Shift work has no significant positive influence on employee performance in manufacturing industries in Anambra State, Nigeria

REVIEW OF RELATED LITERATURE

Conceptual Framework

Flexible Work

There is no universal definition of what constitute flexible work. Flexible work can be defined in terms of flexibility about when one works, where one works, or how much one works. flexible work usually refers to a scheduling programmed for employees which allows them to choose their starting and finishing time daily, provided they complete a stipulated number of hours start and end the work day earlier or later than usual, where workers can set their own starting and stopping times (Kelly and Kalev, 2006). The flexibility of work time refers to programs, policies and practices initiated by employers that allows workers at least some freedom of choice in adjusting the length or scheduling of the work time to meet their preference (Henry and Lambert, 2010; Brown and Mcnamara, 2011). Employees may be required to

be present during certain 'core hours', which is usually fixed at a period between the latest permissible starting time and earliest permissible finishing time, a company has core hours between 9:00 a.m. and 3:00 p.m. The employees then have the choice to start anytime between 6:30 a.m. and 9:00 a.m., and the choice to leave anytime between 3:30 p.m. and 6:00 p.m., provided they work eight hours, another variation has employees arrive 7:00 a.m. and 9:00 a.m., have a minimum one and half hour lunch break between 11:00 a.m. and 1:00 p.m., and finish between 3:30 and 6:30 p.m., again provided eight hours are worked (Lutz 2012).

This refers to a work schedule whereby workers workdays are built around mid-day hours when all the important or required employees are present (Al-Rajudi, 2012). It usually refers to scheduling programme for full-time employees which allows these workers to choose their starting and finishing times daily, provided the tasks that are supposed to be done are completed in those number of stipulated hours (Nabe-Nielsen, Garde, Austb, & Diderichsen, 2012).

Hildebrandt, (2006) observes that most common flextime practice normally outlines the time when a workday starts and ends to enable all the flextime employees choose the times they will be working within those work limits. However, many companies that offer this arrangement will ensure that all employees are available during some core hours during the day but will give them permission to choose their work schedules in either side of the core hours. Although flextime is part of policies offered by the HR as a benefit package to help employees, the schedule does not alter the total number of hours one is required to be at the workplace (Al-Rajudi, 2012).

There are a variety of benefits that come with flextime type of working arrangement. According to Duncan and Pettigrew (2012) through these arrangements, organizations are enabled to extend their operating hours at the workplaces without having to increase or spend more on salary costs. This further illustrates the fact observed by Russell, O'Connell, and McGinn (2001) that FWAs not only benefit the employees but the employers too. Flextime Work arrangement also helps save time as less time is wasted due to disruptions that are caused by the arrival and settling down of workers at the same time early in the day. Pérez, et al. (2012) opine that if workers arrive at different times, the settling in might actually be less disruptive. Furthermore, Flextime enables the employees to meet personal responsibilities. This is actually important as these personal responsibilities include having to take young children to school or for employees who need to attend evening classes to expand their knowledge in different fields (Acas, 2013). Moreover, Al-Rajudi (2012) asserts that flextime arrangement goes a long way in enhancing employee retention as well as reducing the rate of absenteeism and tardiness in an organization. Flextime work arrangement however comes with its share of challenges too. For instance Grzywacz, Carlson, and Shulkin (2008) are of the idea that although it enables organizations to extend working hours, setting up and maintaining time-keeping systems will always come up with additional costs which might not necessarily associated with remuneration. This may include power and water costs that are incurred during the extended working hours (Allard, Haas, & Hwang, 2007). On top of this, managers are likely to be burdened more with this kind of arrangements especially in regard to communication, supervision and dealing with scheduling of employee's working time (Towers-Perrin, 2001). Infact, this is one of the reasons that make some managers not to embrace this kind of work arrangement (Sweet, Pitt- Catsoupes, & Besen, 2014). Furthermore, even the employees themselves might also meet this flextime with resistance especially if a certain kind of freedom and tolerance accompanies the already existing system (Podnar & Golob, 2010). On top of this, although flextime has been known to reduce the frequency of workplace conflicts, resentment might arise if the nature of work does not allow other employees to practice this arrangement for the need of business continuity especially with the customer service staff (Al-Rajudi, 2012).

Flexible working is defined (by the London Financial Times Lexicon) as giving employees flexibility on how long, where and when they work (Cook, 2004). Flexible work hours are designed to keep employee's motivated in a competitive business environment. The flexible schedules permit workers to vary their start and finish times provided a certain number of hours are worked. This can allow them to meet family

or personal commitments/emergencies (enable employees to respond to both predictable and unpredictable circumstances), during the day or to reduce their commuting time by starting and ending work before or after the rush hour.

Employee Performance

Performance is the art to complete the task within the defined boundaries, performance of employees is affected by numerous factors at workplace it is defined as the way to perform job task according to the prescribed job description. (Saeed et al 2013). Motowidlo (2003), argued that employee's performance is the behaviour that the organization expects of the employees when they are doing the job. Employees' performance is how the employees understand the task, the ability to do it and how much they exert effort to complete it.

Prasetya and Kato, (2011) defined employee Performance as the attained outcome of actions with the skills of employees who perform in some situation. Employee performance is the actions or the completion of errands that were done by individuals within specific period of time (Khan, Rehman and Akran 2012). Dessler, (2008) view employee performance as work related task that is expected on employees and how well the task was done. The performance can be measured monthly, quarterly, semi-annually or annually to be able to provide improvement of identified segment in the business. Employee's performance evaluation is a comprehensive analysis of a workers performance, by observing their work during a certain period of time and examining all the objective manuscripts or documents relevant to how they have performed, so as to establish the extent at which these workers achieve the stipulated goals (USAID, 2009). Increase in commitment level of employees in organization ultimately increases the performance of their employees.

Mwebi, and Kadaga (2015) posit that employee performance refers to how a worker behaves towards his/her job, there are a variety of criteria used to determine how an individual behaves towards their work which vary from task to task. Employees with greater control over work schedules are more likely to show increased engagement, commitment, retention and job satisfaction. (Muchiti and Gachunga, 2015). Yeh and Hong (2012) assets that employee's performance appears in the quality and the quantity of the job, which means that the performance of the employees is similar to their productivity. Performance of an organization is directly related to commitment level of employees (Ivancevich, 2010).

Theoretical Framework

Spill Over Theory

Spill over theory was postulated in 1979 by Piotrkowski. The theory actually talks about work and family flexibility. The author advocated that job related factors and family related factors should be in equilibrium for employees to be productive, brings about customer satisfaction, have job satisfaction and control employee turnover. The theorem was to control work related stress or family flexibility related stress so that it does not spill over to work or family flexibility (Greenhaus & Beutell, 2010).

Greenhaus and Beutell (2010) support the theory and in fact added other factors which determine employee performance such as attitude, stress and emotions and said that work flexibility balance is vital but the later issues should be controlled. This means that social imbalance affects work efficiency and effectiveness of an individual employee.

The theory is important to this study because it addresses issue of work flexibility balance which is indicated by flexible working patterns. The relevance the theory was based on job satisfaction. Though the theory does not tackle employee performance, but job satisfaction expects a positive performance.

Self- Rostering and Employee Performance

Harma (2006) defined shift roistering as an employee's possibilities to control the duration, position, and distribution of his or her work time, autonomy with regard to work time. Self-roistering employees propose the schedule they prefer to work during a given planning horizon. Self-roistering is a group of employees who make work schedules by themselves, which is based on a company time frame determined by the employer in which the quantitative and qualitative demands have to be met. Designing

the work schedules, the employees determine their own starting and ending time duration of their services and are supposed to create a dialogue to synchronize the individual wishes with the requirements set by the employer. (Zeggenschap, 2008). Self-roistering systems enables individual employees to tailor working hours to maximize their compatibility with domestic responsibilities. Such roisters would allow employees to choose to work mornings, afternoons or school hours only, or some combination of different hours each day. Waite and Sheldon (2004), these schedules often do not match with the staffing demand as specified by the organization (Van Der Veen, Hurink, Schuttenand Uijland, 2014).

Lam (2008) posits that self-roistering is a system where an employer creates a framework based on the organizational requirements in which employees can indicate their preferences concerning working hours, working days or shifts, by means of an authorized scheduling group or individual, and possibly with the support of computer software and/or after a compromising dialogue between employees, results in working schedules where the needs of the employee and the demands of the employer are covered. Management will first determine the amount of personnel needed at which days and hours, then employee express their wishes in their personal work schedule which will be inserted in a computer and the result is an ideal work schedule for both parties (Personeelsnet, 2008).

Uijland et al (2012) opine that the main idea in self-roistering is that employees can propose their own shift roisters, if they do this in a 'good' way, they get to work most of their shifts as in their preferred schedule. Self-roistering is a way to better cope with employee preferences leading also to an increased job satisfaction and an improved employee commitment and cooperation, self-roistering processes exist in practice. The basic structure of these processes is that employees propose a schedule by indicating for each day in the schedule the shift they prefer to work, or whether they would like to have a day-off. These proposed schedules must comply with labor legislation and meet contract hours. Rnnberg and Larsson (2010) observed that employers finds it hard to come up with good or fair shift roisters, it is a better way to cope with employee preferences, and increase job satisfaction. The organization now evaluates the proposed schedules and has to ensure that sufficient employees are assigned to each shift. If the joint schedules of the employees do not meet these bounds, feedback information is provided to the employees, based on this information, employees may choose to update their proposed schedules.

Flexi-Time and Employee Performance

According to Cole (2002), Flexi time enable employee to vary their working hours within agreed parameters and provided they attend during a "core" time it has some potential benefits for instance, it gives employee more control over scheduling personal responsibilities on either end of the work day. Arguments for a positive relationship between flexible employment contracts and innovation can also be found. Following the approaches of Matusik and Hill (1998), not necessarily only internal resources are used for innovation. Instead, innovation depends much more on the effective utilization of technology and knowledge, even beyond internal capacities can be seen as complementary innovation input factors. Especially in the cases of open source projects, the use of external resources is crucial. Okemwa (2016) researched on relationship between flexible working arrangement and commitment of nurses in public hospitals in Kenya agreed with Powers (2004 cited in Muchiti and Gachunga, 2015) who observes that employees with greater control over work schedules are more likely to show increased engagement, commitment, retention and job satisfaction. Hill, Hawkins, Ferris and Weitzman (2010) argues that flexible work arrangements enable employees to manage their work and family responsibilities harmoniously. Hill, Hawkins, Ferris and Weitzman (2010) view is supported by Dalcos and Daley (2009) who revealed that flexible work arrangement such as flex time allows employees to choose when, where and for how long they engage in work-related tasks, thus enhance engagement. Williams (2000), Chow and Howe's, (2006) revealed that work arrangements where employees' participation is incorporated shows higher levels of concentration, and performance. It is therefore evident that flexible work arrangement is very significant in enhancing employees' commitment, quality service delivery in the public hospitals and thus client satisfaction.

Part Time Working and Employee Performance

Part-time employment is generally considered as a minimum a half-day of work in a week under the number of working days full-time. In a five day week, part-time work should be below nine-tenths of the duration worked full-time. Some of the examples of definitions and agreements of part-time employment are as under. Part-time employment is perceived as resulting from continuous changes in the working arrangement around the world and has become a key concern in the last three decades (Foote, 2004). The effects of Part-time employment for the employees and the organization have not been fully established yet, because there are many variables that can affect the observed outcomes. Apart from these individual performance effects, part-time employment can also affect firm productivity through allocation efficiencies. Explanations for such firm-level performance advantages in employing part-time workers can be found in the literature on part-time labor demand. This stream of literature describes several scenarios in which the demand for part-time employment is relatively high. Owen (2008) argued that firms employ part-time labor to avoid hiring overlapping shifts of full-time workers in industries where operating hours exceed the full-time 40-hour work week. Furthermore, Owen hypothesized that employers will use part-timers when there are fluctuations in demand. The author's results indeed show that the relative demand for part-time labor is higher in industries with an uneven distribution of temporal service demands, than in other industries. Mabert and Showalter (2010) also argued that the introduction of part time employment implies efficiency gains in service sector firms that face fluctuations in customer demand because of the accompanying reduction in the number of hours during which workers are inactive due to lack of demand. These scenarios suggest allocation efficiency due to part-time employment. Arvanitis (2005) constructed a dummy variable to indicate whether part-time work is important within a firm. The author found a negative relation between the importance of part-time work and sales per. Whereas Perotin and Robinson (2000) included a variable measuring the fraction of part-time employment in their analyses, their dataset is restricted to subjective productivity measures. The authors did not find a significant relation between the proportion of part-time employment and managers' self-assessed labor productivity.

The empirical literature on the impact of part-time employment on performance is rather large, and different (and not converging) empirical findings have emerged, depending also on the type of part-time employment. A few previous studies as Arvanitis (2005) and Nielen and Schiersch (2016) find no effects of part-time contracts using panel data at the firm level. On the other hand, Damiani and Pompei (2010) analyze multi-factor performance across European countries and, as for the effect of part-time workers, they find mixed results. In particular, though they find a negative impact of part-time employment arrangements, they also underline that labour provisions for the protection of part-time employment may offset the negative effects deriving from a pure increase in part-time workers. The evidence seems more convergent on the positive impact of part-time agency work on productivity (Bryson, 2013). Hirsch and Mueller (2012) and Nielen and Schiersch (2014) find an inversely u-shaped relationship between the share of part-time employment and firms' performance.

Empirical Review

Uzochukwu, Nduka and Enaihi (2019) examined the relationship that exists between flexible timing and employee performance in manufacturing firms in Anambra State. The specific objective is to ascertain the relationship between self-rostering and Employee Retention in manufacturing firms in Anambra State. The work was anchored on Attribution Theory by Heider (1958), Descriptive Survey Research Design was adopted. The Population of the Study is 220 and Pearson Moment Correlations Co-efficient was used to analyze the data. It was revealed through the findings that there is a significant relationship between self-rostering and employee retention ($Cal.r.935 > Crit.r.195$), in the manufacturing firms in Anambra State. The study concludes that flexible timing has a significant positive relationship with Employee Performance and the study recommends that the management of the studied manufacturing firm should imbibe self-rostering as part of the flexible timing procedure; it tends to enhance the employees

'commitment in their jobs which leads to their retentions in the organization, and it brings about good quality products manufactured.

Tamunomiebi, (2018) examined the relationship between flexi-time work practice and employee Productivity in tertiary institutions in Port Harcourt. The study used a correlational cross sectional design involving academic staff in four (4) tertiary institutions in Rivers State. Primary data was obtained using questionnaire as the research instrument. The target population of the study was. From the accessible records, the targeted population shows a total number of 3,194 academic staff. A sample size of 327 was obtained through the Taro Yamane sample size determination formula and the simple random technique was used. The internal reliability of the research instrument was tested using Cronbach Alpha Coefficient and only items that have an alpha reading of 0.70 and above were considered .After data cleaning only data of 294 respondents were finally used for data analysis. Descriptive statistics and Spearman's rank correlation were used for data analysis and hypothesis testing. The study findings confirm that there is a positive significant relationship between flexi-time work practice and employee Productivity in tertiary institutions in Rivers State. The study recommends that management of tertiary institutions should encourage more the more devotion of time for research which is the bedrock of any tertiary institution.

Muthoni, Theuri, and Anne (2018) examined the role of types of flexible work options on organizational performance of listed companies in the Nairobi Securities Exchange in Kenya Descriptive and correlation survey research designs were employed. Stratified simple random sampling technique was applied in drawing a sample of 224 respondents from population of 534 top managers of the ten stratum of the NSE listed companies in Kenya. The findings indicated that the goodness of fit for the regression between organizational performance and types of flexible work options of companies listed in NSE was satisfactory. An R squared of 0.245 showed that 24.5% of the variances in the acceptance of the types of Flexible work options by NSE listed companies are explained by the variances in the organizational performance. It is recommended that different types of flexible work options could be fully adopted and implemented to enhance company performance. This would be by formulating well written down policies that govern the selection and application of various flexible work options. Companies could sensitize staff on the availability of the various flexible work options and guide employees on selection of these options based on the applicability and nature of the job, and the practice implemented. This process should be monitored, evaluated and reviewed to ensure the company performance is enhanced.

Hashim, Ullah and Khan (2017) conducted a study on impact of time flexibility on employees' performance: a study of teaching faculty in government colleges of management sciences Peshawar. The objective was to determine the relationship between time flexibility and employees' performance, descriptive survey research design was utilized, and questionnaire was distributed to 75 staff members from the academic section (35 from GCMS, 25 from GCC, 2 and 15 from GCC girls). Pearson product correlation was calculated using SPSS and Cronbach alpha for questionnaire. Findings show that there is a significant relationship between the variables. The frequency distribution was used to see the individual result of the study.

Kiprono (2018) studied flexible working arrangements on employee performance in Kericho county referral hospital, Kenya. The research examined the following objectives; to assess the effects of part time working, to investigate the effects of work shift, to determine the effects of flexi time and to establish the effects of temporary contracts on employee performance. The findings of the study would lead to equipping and improvement of the management of referral hospital regarding knowledge and skills on how to come up with flexible working for employee performance. The study was guided by Vroom's Expectancy Theory. The study adopted descriptive research design. The target population was stratified into top management, doctors, clinical officers, nurses and subordinates consisting of 111 employees of Kericho County Referral Hospital. A sample of 104 staff of Kericho referral hospital was selected using stratified sample techniques and from each strata simple random sampling was used. The data was collected using closed and open ended questionnaire where validity of the research instrument was determined by peer's expert judgment and by researcher's supervisor and piloting. The reliability of the

questionnaire was established by Cronbach Alpha formula. The data was analyzed using descriptive statistics with the aid of statistical package of social sciences (SPSS), the results were presented using tables and charts. The finding indicated that Flexi work system strategies was significant to performance of employees in an organization. It was noted that the performance contributed by Flexi work system methods were 22.9% while other factors which was not measured was 77.1%. Temporary contract, shift work and part time working were positive significant predictors while flexi time positive but not significant to performance. The study recommended that temporary contract, shift work and part time had positive effect performance hence should be adopted. Further research is required on flexi time and performance.

Sabiha and Daro, (2017) examined the impact of flexible working hours on the employees performance. Flexible working hours are the reciprocally advantageous accords between employee and employer to enhance employee productivity and higher profitability of the organization. Since the basic requirements of flexibility are changing due to financial, social, political and economic constraints and people of both genders are compelled to work. So in order to have work-flexibility balance and to maintain a healthy family flexibility the flexible working hours are equally acceptable by both male and female employees. This flexi-hours strategy if adopted with proper planning of formality and degree will reduce stress and bring improvement in well being of employee flexibility. Through flexibility, it enables the employees to make the amendments according to the circumstances. It is the tool that use to increase productivity, job satisfaction, efficiency in the work, enhance performance, improved the quality of flexibility, it decrease absenteeism and decrease overtime cost of the organization. Under the current study, a survey of the employees of telecommunication/call centers has been conducted with a convenient sample size of 200. Purpose was to check the null hypothesis that there is a relationship between flexible working hours and the employee's performance. The simple graphs and frequency distribution has indicated that there might be less knowledge in the middle and lower levels about the flexibility as compare to executives who are well aware of flexible work arrangements. The demand for Flexible working hours is there in Pakistan but we need to generalize and increase awareness about flexible working hours among the different levels of management. Flexibility in the working hours is a source of job satisfaction and the quality of flexibility among employees. Many organizations encourage and support the flexible working hours because it is beneficial for both the employees and the organization.

Jane, Simon and Amos (2015) in their study on the Effect of flexibility in work arrangements programmes on job satisfaction of nurses in public hospitals in Nakuru county, Kenya established that public hospitals in Nakuru town, Nakuru County. Exempted expectant or breastfeeding nurses from night-shifts; that the existence of half-day work-shifts for nurses enable them to attend to their personal issues without stress and that night-offs given to the nurses after night-duty enable them to release stress and attend to family responsibilities easily. Second, the study established that variable, which interpret is one likes or dislike their task given. It resembles Locke, (1976), who mentioned it as enjoyable or positive expressive state consequential from the evaluation of one's work or expenditures. The indicators of lack of job satisfaction include high employee turnover, poor performance, absenteeism, increased complaints and accidents.

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Mwebi, and Kadaga (2015) studied the effects of flextime work arrangement on employee performance in Nairobi CBD commercial banks international. Objective was to establish the effects of flextime work arrangement on employee performance in Nairobi central business district commercial banks. This study adopted a descriptive research design, population of 1074 Nairobi CBD commercial banks employees where proportionate stratified sampling method was used to get a sample of 291 respondents from different strata. Descriptive statistics was used to summarize the data via SPSS, inferential statistics and correlation analysis was employed in finding the relationship between the variables. The findings revealed that Flextime work arrangement is positively related to employee performance.

METHODOLOGY

This study adopted descriptive survey research design which is adjudged appropriate because it helps in asking questions from which we elicit appropriate responses to answer research questions (Onodugo, Ugwuonah and Ebinne (2010). It is appropriate due to the following reasons; It describes characteristics of certain groups. It determines relationships between variables. The study was conducted in the Anambra State, Nigeria. Primary data was employed for the study. The population comprises **2090 employees of plastic manufacturing firms in Anambra State**. A sample of 408 using statistical formula devised by Borg and Gall (1973). The researcher makes use of a structured questionnaire

The research instrument was questionnaire, which was subjected to face and content validity procedures. The reliability of the questionnaire was established through the test- retest method and Cronbach's alpha Reliability Coefficient of 0.773 was obtained. This was considered high enough to make the instrument reliable.

Method of Data Analysis

The data collected were analyzed using both descriptive and inferential statistics. Descriptive statistics which included simple percentages and mean was used to answer the research questions while inferential statistics involving multiple regression was used to test all the hypotheses. The test was performed at 0.05 level of significance.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

A total of four hundred and eight copies of questionnaire were distributed to the respondents, out of which four hundred copies of questionnaire were returned properly filled and found relevant to the study. Five copies of questionnaire were not properly filled and three copies of questionnaire got missing. Therefore, the analysis in this section was based on the four hundred relevant copies which represent 93% of the entire copies (400). The section covers A the demographic features of the respondents. The section B analyzed the data relevant to research questions

Presentation of Data relevant to the Research Questions

Question One: *To what extent does self- rostering influence employee performance in manufacturing industries in Anambra State, Nigeria?*

Table 1: Influence of Self- rostering on employee performance in manufacturing industries in Anambra State, Nigeria

S/ N	ITEMS	SA	A	U	D	SD	Mean
1	Self- rostering reduced settling-in time wastage	101 25.3%	176 44.0%	59 14.8%	46 11.5%	18 4.5%	3.74
2	Self- rostering reduced Employee absenteeism	149 37.3%	150 37.5%	61 15.3%	32 8.0%	8 2.0%	4.00
3	Self- rostering improved workload management	134 33.5%	197 49.3%	41 10.3%	11 2.8%	17 4.3%	4.05
4	Self- rostering improved teamwork	120 30.0%	193 48.3%	32 8.0%	22 5.5%	33 8.3%	3.86
5	Self- rostering improved Employee performance	157 39.3%	169 42.3%	43 10.8%	20 5.0%	11 2.8%	4.10

Source: Researcher's Field Survey, 2020

Table 1 presents the effect of self- rostering on employee performance in manufacturing industries in Anambra State, Nigeria. Regarding the issue bordering on self- rostering reduced settling-in time wastage, 101(25.3%) of the total sample strongly agreed, 176 (44%) agreed. However, 46(11.5%) disagreed, 18(4.5%) strongly disagreed and 59 (14.8%) were undecided. On whether self- rostering reduced employee absenteeism,149 (37.3%) respondents strongly agreed and150(37.5%) agreed. On the other hand, 32(8%) respondents disagreed,8(2%) strongly agreed and 61 (15.3%) were undecided. On questions that bordered on whether self- rostering improved workload management, 134(33.5%) respondents strongly agreed and 197(49.3%) agreed. Conversely, 11(2.8%) disagreed, 17(4.3%) strongly disagreed and 41 (10.3%) were undecided. On whether self- rostering improved teamwork, 120(30%) respondents strongly agreed and193 (48.3%) agreed. On the other hand, 22(5.5%) disagreed,33 (8.3%) strongly disagreed and 32 (8%) were undecided . The result on Table 4.3.2 indicates that 157(39.3%) respondents strongly agreed that Self- rostering improved employee performance, 169(42.3%) disagreed, 20(5%) strongly disagreed and 43 (10.8%) were undecided . Using a cutoff point of 2.50 for the rating scale, all the items had mean scores above the cutoff point. This implies that Self- rostering improved Employee performance in manufacturing firms in South East, Nigeria.

Question Two: *To what extent does part time working affect employee performance in manufacturing industries in Anambra State, Nigeria?*

Table 2: Effect of part time working on employee performance in manufacturing industries in Anambra State, Nigeria

S/N	ITEMS	SA	A	U	D	SD	Mean
1	lowers stress related complaints by an employee	157 39.3%	169 42.3%	43 10.8%	20 5.0%	11 2.8%	4.10
2	Part time work determines the number of tasks an employee performs in a given period	122 30.5%	154 38.5%	78 19.5%	22 5.5%	24 6.0%	3.82
3	Part time employment provides less autonomy to the employees which affects the number of workload employee performs	99 24.8%	212 53.0%	48 12.0%	23 5.7%	18 4.5%	3.88
4	Part time working determines employee performance in given period.	92 23.0%	126 31.5%	72 18.0%	62 15.5%	48 12.0%	3.38
5	Part time working affects performance set aside to be completed in a given period.	85 21.3%	178 44.5%	77 19.3%	49 12.3%	11 2.8%	3.69

Source: Researcher's Field Survey, 2020

The result on Table 2 indicates that 157(39.3%) respondents strongly agreed that Part time work lowers stress related complaints by an employee, 169(42.3%) disagreed, 20(5%) strongly disagreed and 43 (10.8%) were undecided . On whether Part time work determines the number of tasks an employee performs in a given period, 122(30.5%) respondents strongly agreed, 154(38.5%) agreed, 22(5.5%) disagreed,24(6.0%) strongly disagreed and 78 (19.5%) were undecided. 99(24.8%) respondents strongly agreed that Part time employment provides less autonomy to the employees which affects the number of workload employee performs, 212(53%) agreed, 23(5.8%) disagreed, 18(4.5%) strongly disagreed and 48 (12%) were undecided. 92(23%) respondents strongly agreed that Part time working determines employee performance in given period, 126(31.5%) agreed, 62(15.5%) disagreed,48(12%) strongly disagreed and 72 (18%) were undecided . Also Part time working affects performance set aside to be completed in a given period, 85(21.3%) respondents strongly agreed and 178(44.5) agreed. However, 49(12.3%) disagreed,11(2.8%) strongly disagreed while 77 (19.3% were undecided. With a cutoff mean score of 2.50 for the rating scale, all the items had mean scores above the cutoff point. This implies that part-time work influence employee performance in manufacturing industries in Anambra State, Nigeria.

Question Three: *To what extent does shift work influence employee performance in manufacturing industries in Anambra State, Nigeria?*

Table 3: Influence of shift work on employee performance in manufacturing industries in Anambra State, Nigeria

S/N	ITEMS	SA	A	U	D	SD	Mean
1	shift work determines the employee commitment in terms of time in hours worked	95 23.8%	261 65.3%	8 2.0%	24 6.0%	12 3.0%	4.01
2	shift work determines the amount of effort in man hours used by employee to achieve organization success	111 27.8%	216 54.0%	34 8.5%	37 9.3%	2 0.5%	3.99
3	shift work influences the number of hours an employee can perform his/her tasks	133 33.3%	163 40.8%	41 10.3%	54 13.5%	9 2.3%	3.89
4	shift work helps in reducing absenteeism in as per number of days an employee attends work	85 21.3%	213 53.3%	71 17.8%	25 6.3%	6 1.5%	3.87
5	shift work affects performance in terms of productivity	111 27.8%	216 54.0%	34 8.5%	37 9.3%	2 0.5%	3.99

Source: Researcher's Field Survey, 2020

Table 3 shows that 95 respondents representing (23.8%) of the total sample strongly agreed that shift work determines the employee commitment in terms of time in hours worked, 261 (65.3%) agreed, 24 (6%) disagreed, 12 (3%) strongly disagreed while 8 (2%) were undecided. On whether shift work determines the amount of effort in man hours used by employee to achieve organization success, 111 (27.8%) respondents strongly agreed, 216 (54%) agreed, 37 (9.3%) disagreed, 2 (0.5%) strongly disagreed and 34 (8.5%) were undecided. 133 (33.3%) respondents strongly agreed that shift work influences the number of hours an employee can perform his/her tasks, 163 (40.8%) agreed, 54 (13.5%) disagreed, 9 (2.3%) strongly disagreed while 41 (10.3%) were undecided. 85 (21.3%) respondents agreed shift work helps in reducing absenteeism in as per number of days an employee attends work, 213 (53.3%) agreed, 25 (6.3%) disagreed, 6 (1.5%) strongly disagreed and 71 (17.8%) were undecided. Finally, 111 (27.8%) respondents strongly agreed shift work affects performance in terms of productivity, 216 (54%) agreed, 37 (9.3%) disagreed, 2 (0.5%) strongly disagreed and 34 (8.5%) were undecided. Using a cutoff mean score 2.50 for the rating scale, all the items had means scores above the cutoff point. This implies that shift work influence employee performance in manufacturing industries in Anambra State, Nigeria to a large extent.

Test of Hypotheses

Hypothesis One

Ho: Self- rostering has no significant positive influence on employee performance in manufacturing industries in Anambra State, Nigeria

Ho₁: Self- rostering has a significant positive influence on employee performance in manufacturing industries in Anambra State, Nigeria

Table 4: Regression analysis showing the effect of Self- roistering on employee performance in manufacturing industries in Anambra State, Nigeria

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta (β)		
(Constant)	34.044	2.662		12.786	.000
Self- roistering	2.752	.168	.636	16.431	.000

Multiple R=0.636, Multiple R²=0.404, Adjusted R²=0.403, F_{1,398}=269.971

***p<0.05**

Table 4. revealed that self- roistering has a significant positive influence on employee performance in manufacturing industries in Anambra State, Nigeria. (t =16.431, p<0.05).The null hypothesis is rejected. The table indicates a significant multiple correlation between the predictor variable (self- roistering) and employee performance in manufacturing industries in Anambra State, Nigeria (r = 0.636, p<0.05). The value of the coefficient of determination (R²= 0.404) indicates that self- roistering accounted for about 40.4% (R² x 100) of the observed variance in employee performance in manufacturing industries in Anambra State, Nigeria while the remaining 59.6% unexplained variance is largely due to other variables that can account for employee performance in manufacturing industries in Anambra State, Nigeria. The calculated F-ratio (269.971) is statistically significant at 0.05 level of significance. This implies that the predictor variable provides a significant explanation for the variation in employee performance in manufacturing industries in Anambra State, Nigeria.

Hypothesis Two

Ho: Part time working has no significant positive effect on employee performance in manufacturing industries in Anambra State, Nigeria

Ho₁: Part time working has a significant positive effect on employee performance in manufacturing industries in Anambra State, Nigeria

Table 5: Regression analysis showing the effect of Part time working on employee performance in manufacturing industries

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta (β)		
(Constant)	36.496	1.834		19.901	.000
Part time working	2.696	.119	.750	22.613	.000

Multiple R=0.750, Multiple R²=0.562, Adjusted R²=0.561, F_{1,398}=511.350

***p<0.05**

Table 5 revealed that Part time working has significant and positive effect on employee performance in manufacturing industries in Anambra State, Nigeria. (t =22.613, p<0.05).The null hypothesis is rejected. The table indicates a significant multiple correlation between the predictor variable (Part time working) and on employee performance in manufacturing industries in Anambra State, Nigeria (r = 0.750, p<0.05). The value of the coefficient of determination (R²= 0.562) indicates that Part time working accounted for about 56.2% (R² x 100) of the observed variance in employee performance in manufacturing industries in

Anambra State, Nigeria while the remaining 43.8% unexplained variance is largely due to other variables outside the regression model which are otherwise included in the stochastic error term. The calculated F-ratio (511.350) is statistically significant at 0.05 level of significance. This implies that the predictor variable provides a significant explanation for the variation in on employee performance in manufacturing industries in Anambra State, Nigeria.

Hypothesis Three

Ho: Shift work has no significant positive influence on employee performance in manufacturing industries in Anambra State, Nigeria

Ho: Shift work has no significant positive influence on employee performance in manufacturing industries in Anambra State, Nigeria

Ho₁: Shift work has no significant positive influence on employee performance in manufacturing industries in Anambra State, Nigeria

Table 6: Regression analysis showing the effect of Shift work on employee performance in manufacturing industries in Anambra State, Nigeria

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
(Constant)	31.386	2.585		12.143	.000
Shift work	2.908	.162	.669	17.959	.000

Multiple R=0.669, Multiple R²=0.448, Adjusted R²=0.446, F_{1,398}=322.540

*p<0.05

Table 6 showed that Shift work has significant and positive effect on employee performance in manufacturing industries in Anambra State, Nigeria. (t =17.959, p<0.05).The null hypothesis is rejected. The table reveals that there is significant multiple correlation between the predictor variable (Shift work) and employee performance in manufacturing industries in Anambra State, Nigeria (r = 0.669, p<0.05). The value of the coefficient of determination (R²= 0.448) indicates that Shift work accounted for about 44.8% (R² x 100) of the observed variance in employee performance in manufacturing industries in Anambra State, Nigeria while the remaining 55.2% unexplained variance is largely due to other variables outside the regression model which are otherwise included in the stochastic error term. The calculated F-ratio (322.540) is statistically significant at 0.05 level of significance. This implies that the predictor variable provides a significant explanation for the variation in employee performance in manufacturing industries in Anambra State, Nigeria.

Summary of Findings

The findings of the study are summarized as follows:

1. Self- rostering has a significant positive influence on employee performance in manufacturing industries in Anambra State, Nigeria. Self- rostering had a coefficient (t =16.431, P value 0.0000<0.05). Which is statistically significant at 0.05 level of significance?
2. Part time working has significant and positive effect on employee performance in manufacturing industries in Anambra State, Nigeria. Part time working had a coefficient (t =22.613, P value 0.0000<0.05). Which is statistically significant at 0.05 level of significance

3. Shift work has significant and positive effect on employee performance in manufacturing industries in Anambra State, Nigeria. ($t = 17.959$, P value $0.0000 < 0.05$). Shift work had a coefficient ($r = 0.669$, value $0.0000 < 0.05$). Which is statistically significant at 0.05 level of significance?

CONCLUSION

The aim of this research was to investigate the effect of flexible working and employee performance in manufacturing industries Anambra State, Nigeria. It is also aimed at testing the validity of widely accepted theory which suggests that the flexible working is tied to employee performance in manufacturing industries Anambra State. From the analysis it was discovered that Self-roistering, Part time working, and Shift work enhance the employees' abilities, interest and zealously towards their jobs in the organization. The study concludes that flexible working had a positive significant effect on employee performance in manufacturing industries in Anambra State, Nigeria.

RECOMMENDATIONS

1. The management should imbibe self-roistering as part of the flexible timing procedure; it tends to enhance the employees' abilities, interest and zealously towards their jobs in the organization. It brings about good quality products too.
2. Part-time work should remain on the policy agenda of organizations in every country. This is seen as a means of mobilizing employment while they have care responsibilities. It can also prolong the working life of older workers and facilitate the growth of youth employment, combined with education and training. It can also enhance organizational flexibility in the more global, complex and uncertain operating conditions that many employers contend with in the twenty-first century.
3. Shift working systems should be adjusted according to the preferences of the employees so that their performance can be improved. Continuous changing of shifts should be avoided which otherwise affects the health of the employees.

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