FLEXIBLE WORK TIME PROGRAM AND ORGANIZATIONAL EFFECTIVENESS OF DEPOSIT MONEY BANKS IN RIVERS STATE

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ABSTRACT

The purpose of this study was to examine the relationship between flexible work time program and effectiveness of deposit money banks in Rivers State. Productivity, goal attainment and quality service delivery were conceptualized as the measures of organizational effectiveness. Based on the conceptual framework, three research questions and three hypotheses were formulated. Social network theory was adopted as the theoretical foundation of the study. The researcher adopted a cross-sectional survy reserch design. A total of fourty-six managers was the population drawn from twenty-three deposit money banks in Port-Harcourt, Rivers State. The researcher adopted primary method of data collection. The questionnaire went through content validity test, while cronbach alpha coefficient was used to test for the reliability. The data collected was analyzed via descriptive analytical tools and inferential statistical tools with the aid of statistical package for social science. The result of the findings revealed that flexible work time program relates with the measures of employee effectiveness. Based on the findings, the study concludes that flexible work time program leads to organizational effectiveness. The study thus, recommends that banks should put in place policies and practices that are embedded in fairness and concerns for their workers.

Keywords: Flexible work time program, organizational effectiveness, productivity, goal attainment and quality service delivery

INTRODUCTION

Flexible work time program as the case may be, are basically options that allow an employee to work outside the traditional confines of a standard organization of work with respect to such different modalities as amount, distribution of working time and place of work (Kattenbach, Demerouti, &Nachreiner, 2010; Shockley & Allen, 2007; Spreitzer, Cameron & Garrett, 2017). This is in direct contrast with traditional work arrangements that require employees to work at a standard time and place daily. Flexible working arrangements include weekend work, shift work, overtime, annual hours contract, part-time work, job sharing, flexi-time, temporary/ casual work, fixed-term contracts, home-based work, telework and compressed work week. Dalcos and Daley (2009) posit that flexible work time allows employees to choose when, where and for how long they engage in work-related tasks, thus enhancing engagement and performance through commitment and dedication. Possenried and Plantenga (2011) aver that in the study of flexible work time, researchers discussed three main categories which are, flexibility in scheduling of hours, flexibility in location and flexibility in length of the work. Chung (2009) posits that though each of the arrangements could be used individually, they are often combined to complement each other.

Flexibility in scheduling of hours includes teleworking, flexi-time, job share, phased retirement, contract work, part time jobs and term time working (Omondi &Obonyo, 2018). Flexi-time is notably more applicable to professional and higher-level employees than lower level employees and even workers in service and manufacturing jobs seem to have less access to it than jobs in other industries (Kossek & Distelberg, 2009). Flexibility in location relates to the place of work and involves employees working from a location outside of their physical organizational setting. It includes telecommuting, satellite offices, neighborhood work centers and mobile workers (Kurland & Bailey, 1999). Pérez, Sánchez and de Luis Carnicer (2002) defined telework or flexi-place as a flexible work schedule that permits employees to work in varied locations, typically using information and communication technologies (ICT). It avails employees the opportunities to engage in regular tele- interactions with work colleagues, while reducing both the commuting time and the need to acquire urban office space.

Flexibility in length of the work normally involves the relocation of work time into fewer and longer blocks during the week and is most often associated with the idea of the compressed work week. Here, employees may work for longer hours for a few days, for instance, four 10-hours-days instead of the normal five 8-hourdays. Employees use their discretion to alter the times of their arrival to and departure times from work within management parameters, to meet their personal needs (Avery & Zabel, 2001). This is to ensure that they are available during the core hours to help managers with the coordination of meetings and supervision (Van Dyne, Kossek & Lobel, 2007). Incidentally, this enables the employees to use their initiatives, be creative, be independent and feel self-worth; thereby be more committed to the organization(s) that appreciate their efficiency and independence. Another form of flexible work time that is receiving considerably less attention than others is short-term breaks in employment or time off such as part-year work, sabbaticals, vacations, and leaves. These flexible work arrangements allow for short-term breaks in employment without losing one's job (Etzion, 2003). These are considered increasingly important because while they enable individuals to maintain their relationships with their employers while on break from work responsibilities, it avails employees the opportunity to travel, acquire new skills and competences, attend to care giving and health demands as well as prevent burnout.

The effectiveness of an organization is a key concern to management and for employees. It is more or less depends on the management, the way they organize staff and manage their human capital. Organizational effectiveness is described as a "necessary form of disciplined self-flagellation than a pursuit of happiness" (March & Sutton, 1997). Rogers & Wright (1998) has stated that modern organizations are dependent on complex systems and the knowledge of their employees where organizational effectiveness refers to the degree to which the actual outcomes of the organization match those outcomes necessary for the organization to attain its goals and objectives. It is the role of HR managers to keep an eye on their employees and keep the door open for the talent flexibility which may result organizational effectiveness. Organizational productivity is the amount of goods and services that a worker produces in a given amount of time. Workforce or organizational productivity is a measure for an organization or company, a process, an industry or a country (Goodman, 2003).

Furthermore, an enterprise consists of technology and people organized to accomplish some purpose. The success of an enterprise such as the banking industry can be assessed on the basis of its output and/or the processes and inputs that produce the output. The purpose of this study is to examine the relationship between flexible work time program and organizational effectiveness of deposit money banks in Rivers State.

Conceptual Framework

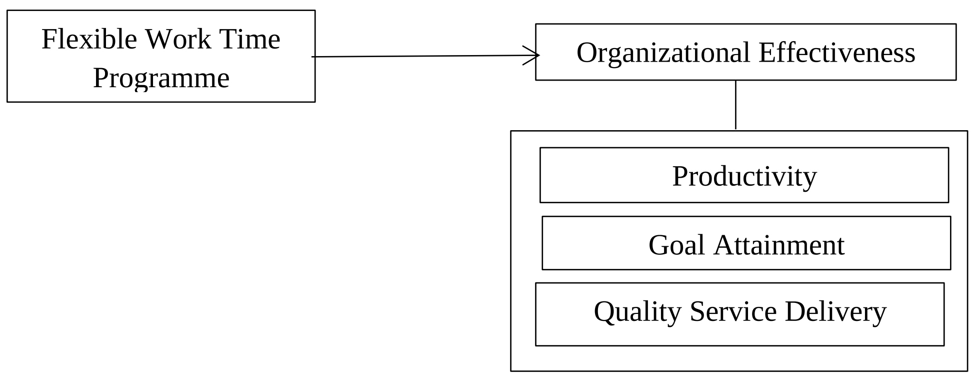

Fig. 1. Cocneptual framework for flexible work time program and organizational effectiveness.

Source: Desk Research (2023).

LITERATURE REVIEW

Theoretical Foundation

Social Network Theory

Weick (1969) observes that "in addition to their physical properties, organizations consist of patterned, repeated interactions among social networks" (Pfeffer 1982, p.271). Social interaction is therefore one of the pillars on which the survival of the organization is rested and studies that attest to this assertion have given rise to the social network theory. Faulkner and De Rond (2001, p.20) define social network as "persistent and structured sets of autonomous players (persons or organizations) who cooperate on the basis of implicit and open ended contracts". Such contracts, they argue further, are socially rather than legally binding. This definition of networks stresses on the importance of linkages among a defined set of persons (Pfeffer, 1982).

The actions of individuals and organizations can be explained in the context of their position in the network which according to Nohria (1992) is constantly being reproduced. The general statement of social network theory is therefore founded on the principie of social interaction and it vividly claims to be concerned with relationships between interacting entities. Buttressing this view, Balkundi and Kilduff (2005, p.942) posit that: an emphasis on relations between actors is the most important distinguishing feature of the network research program. As a recent historical treatment of social network research (Freeman, 2004, p. 16) pointed out, a core belief underlying modern social network analysis is the importance of understanding the interactions between actors (rather than a focus exclusively on the attributes of actors). This emphasis on interaction is premised on the belief that all organizations are social networks (Faulkner and De Rond 2001). Consequently, patterns of interactions are constantly being developed and strengthened as a means of attaining long-term survival.

The underlying assumption of the social network theory is therefore the social man concept. This concept holds that man exists within a web of relationships and it is this view that gave rise to the human relations movement in organizational studies. Tracing the evolution of thought about the value of people to organizations, Carson et al (2004) reiterate that the human relations movement which reshaped management theory and practice held that social factors were more important for both productivity and morale than the strict management control of methods and workers that was the norm in the previous classical era.

Conceptual Review

Flexible Work Time Program

Flexible work time program as the case may be, are basically options that allow an employee to work outside the traditional confines of a standard organization of work with respect to such different modalities as amount, distribution of working time and place of work (Kattenbach, Demerouti, &Nachreiner, 2010;

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Organizational Effectiveness

The effectiveness of an organization is a key concern to management and for employees. It is more or less depends on the management, the way they organize staff and manage their human capital. Organizational effectiveness is described as a "necessary form of disciplined self-flagellation than a pursuit of happiness" (March & Sutton, 1997). Rogers & Wright (1998) has stated that modern organizations are dependent on complex systems and the knowledge of their employees where organizational effectiveness refers to the degree to which the actual outcomes of the organization match those outcomes necessary for the organization to attain its goals and objectives. It is the role of HR managers to keep an eye on their employees and keep the door open for the talent flexibility which may result organizational effectiveness. Organizational productivity is the amount of goods and services that a worker produces in a given amount of time. Workforce or organizational productivity is a measure for an organization or company, a process, an industry or a country (Goodman, 2003). Furthermore, an enterprise consists of technology and people organized to accomplish some purpose. The success of an enterprise such as the banking industry can be assessed on the basis of its output and/or the processes and inputs that produce the output.

Productivity

Productivity can be defined as a measure in relating the quality and quantity of output against the input provided by individuals to produce said output. The normal measure for productivity is to link a rand value against hours worked or tasks accomplished. The definition of productivity according to Robbins and David (2006) is the output of an employee that is measurable against the employee's effectiveness and efficiency in the achievement of the set goals or job tasks. Productivity is the driving force behind an organization's growth and profitability. It is the relationship between output of goods and services of workers of the organization and input of resources, human and non-human, used in the production process. In other words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity (Burnstein & Fisk, 2003). Productivity has been defined as the measure of how well resources are brought together in organization and utilization for accomplishment of a set result. It is reaching the highest level of performance with the least expenditure of resources (Robbins & David, 2006). According to Caidwell (2001), having the technical knowledge and ability does not guarantee that employees will be efficient and effective in their job tasks. To get effectiveness and efficiency in the work environment one also needs to provide the necessary resources that are required in accomplishing the task, have a supportive management structure and lead with vision, which is in alignment to the employees' goals and objectives.

According to Armstrong (2006), productivity is the relationship between output of goods and services and input of resources, human and non-human, used in the production process. In order words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity. Thus, productivity can be applied at any level, whether for individuals, for work unit, for the organization. Productivity is a measurement or calculation between input and outputs. Inputs are the amount of resources such as human resource, money, time, physical, technological and effort spent working in the organization, while output are the result. If the inputs are equivalent to the outputs, the worker is considered productive.

Goal Attainment

Goal attainment (Kiresuk & Sherman, 1968) has been applied to many different therapeutic situations with different client groups. Stanley's (1984) paper details the stages involved in setting goals for an individual. Briefly, a number of individual goals are decided upon with each client. They are then broken down into five levels of outcome, ranging from 'much less than expected' to 'much more than expected', with 'expected level of outcome' at the review date as the middle point. Each of the five levels has a corresponding number, ranging from minus two to plus two, with 'expected level of outcome' assigned a zero. It is important that the goals are written in behavioural terms so that measurement is simple and unambiguous. The level each person starts at is marked with an asterisk on the chart. A review date is set, at which the level of goal attainment reached is recorded separately for each goal on the chart, and marked with a tick. An overall score for all goals set for an individual may be computed if desired, using the Kiresuk-Sherman (1968) formula. A score of 50 indicates an average outcome.

Goal attainment was first piloted in Bradford in 1991/92 with a group of service users with learning disabilities who attended a small, recently established day centre run jointly by Bradford Community Health Trust and Bradford Social Services. The centre aimed to provide a high staff-to-client ratio (not less than 1:2) and programmes which were designed to meet individual needs. These needs were largely in the areas of sensory stimulation, mobility and interpersonal skills.

Quality Service Delivery

Quality has become the idea espoused by various organizations across the globe in their bid to become more competitive. The increasing emphasis on product and service quality in all segment of business orientation is based on the fact that quality delivery has lately become the foundation in which organizations are built upon (Asante, 2012). The theory of quality has its root from the total quality management (TQM) strategy that embodies the belief that management process must focus on integrating the idea of customer driven-quality throughout the organization (Zikmund, 1994). Total quality management emphasizes uninterrupted enhancement of product quality and service delivery. Aluko et al. (2013), posits that the total quality management strategy makes organizations to see their business through the eyes of their customers or clients, therefore measure that performance against customer expectations not through the expectations of the organization. They further stated that product or service quality assurance requires more than just meeting customers or clients' minimum standards, rather the level of product/service quality should be the extent to which a product or service is equal to or greater than customer's expectations (Aluko et al., 2013).

Empirical Review

Flexible Work Time Programme and Organizational Effectiveness

A flexible work time is an arrangement in which employees can choose when to begin and end work-related activities. Typically, all employees must adhere to core working hours (Baltes et al., 1999 Waiganjo & Kihoro, 2016). This type of work arrangement permits the employee or management to physically be present in the organization's office or premises. Flexible work arrangements ensure that employees and managers can fulfill their social, economic, and religious obligations while still performing their jobs effectively for their employer(s) (Nwabali, 2018). Based on unique demographics, a flexible work time program guarantees several income streams. It gives people the freedom to pursue their careers and other life goals. The ability of employees to modify when, where, and how long they spend on tasks connected to their jobs is known as workplace flexibility (Rau & Hyland, 2012). According to Bond et al. (2012) there are more dual-earner couples, women, single-parent families, and those responsible for caring for older adults in the workplace. Hence flexible working choices are more in demand. In addition, employees are helped to control how they can operate under flexible working conditions to lessen the consequences of job stress on their work, thereby enhancing organizational effectiveness (Halpern, 2005).

Richman (2006) found a strong correlation between higher levels of organizational commitment, effectiveness and perceived flexibility in working policies, which includes the capacity to balance the demands of work and family problems. However, the availability of flexible work time was found to be differently correlated with the outcomes of affective commitment and work-family conflict in other studies (Thompson et al., 1999). Employers frequently adopt flexible work time, including telework, flexible work hours, and flexible workplaces, to assist employees in juggling their personal and professional lives (Lim & Teo, 2015). Employees who worked for intermediate to big-size firms experienced significant good outcomes simply by the existence of flexible working rules. Thomas & Ganster (2015) found that policies that support flexibility, such as flexible work schedules and supportive supervisors, were positively correlated with lower levels of work-family conflict, which lead to effectiveness of organization were they work.

Based on the empirical review between flexible work time program and organizational effectiveness, especially when considering the measures of organizational effectiveness. Thus, the following hypotheses were considered for eaminnation:

$H0_7$: There is no significant relationship between flexible work time programme and productivity of deposit money banks in Rivers State.

$H0_8$: There is no significant relationship between flexible work time programme and goal attainment of deposit money banks in Rivers State.

$H0_9$: There is no significant relationship between flexible work time programme and quality service delivery of deposit money banks in Rivers State.

METHODOLOGY

A cross sectional survey research design was adopted. A total of forty-six (46) managers was the population draw from the Head/Area offices of twenty-three deposit money banks in Port Harcourt, Rivers State. The researcher adopted primary method of data collection. The questionnaire went through content validity test, while cronbach alpha was used to test the reliability of the research instrument. The data collected were analyzed via inferential statistical tools with the aid of statistical package for social science. The test was carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in (P> 0.05) or rejecting the null in (p< 0.05).

Test of Research Hypothesis One

$H0_1$: There is no significant relationship between flexible work time program and productivity of deposit money banks in Rivers State.

Table 1: Correlation Result of Flexible Work Time Program and Productivity

			Flexible Work Time	Productivity
Spearman's (rho)	Flexible Work Time	Correlation Coefficient	1.000	.414
		Sign. (2-taiied)		.012
		N	29	29
	Productivity	Correlation Coefficient	.414	1.000
		Sig, (2-tailed)	.012	
		N	29	29

Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS 21.0 Data Output, 2023

From the result in table 1, it is shown that a positive association exists between flexible work time program and productivity. The *rho* value 0.414 indicates a significant association, it is also significant at p.0.012 <0.05. Therefore, based on empirical findings, the null hypothesis earlier stated (i.e. Ho1) is rejected. Thus, there is a positive and significant association between flexible work time program and productivity of deposit money banks in Rivers State.

Test of Hypothesis Two

$H0_2$: There is no significant relationship between flexible work time programme and goal attainment of deposit money banks in Rivers State.

Table 2: Correlation Result of Flexible Work Time and Goal Attainment

			Flexible Work Time	Goal Attainment
Spearman's (rho)	Flexible Work Time programme	Correlation Coefficient	1.000	.286
		Sign. (2-tailed)		.091
		N	29	29
	Goal Attainment	Correlation Coefficient	.286 .	1.000
		Sig. (2-tailed)	.091	
		N	29	29

Source: SPSS 21.0 Data Output, 2023

The results shown in table 2, with *rho* value of 0.286 means that there is a weak and insignificant association between flexible work time and goal attainment. The association is not significant at p = 0.091 > 0.05 significance level. This means that the previously stated null hypotheses (i.e. Hog) is hereby accepted and this implies that there is a weak and insignificant association between flexible work time and goal attainment of deposit money banks in Rivers State.

Test of Hypothesis Three

$H0_3$: There is no significant relationship between flexible work time programme and quality service delivery of deposit money banks in Rivers State.

Table 3: Correlation Result of Flexible Work Time and Quality Service Delivery

			Flexible Work Time	Quality Service
Spearman's (rho)	Flexible Work Time	Correlation Coefficient	1.000	.286
		Sign. (2-tailed)		.091
		N	29	29
	Quality Service	Correlation Coefficient	.286	1.000
		Sig. (2-tailed)	.091	
		"N	29	29

Source: SPSS 21.0 Data Output, 2023

The results shown in table 3, with *rho* value of 0.286, means that there is a weak and insignificant association between flexible work time and quality service delivery. The association is not significant at $p = 0.091 > 0.05$ significance level. This means that the previously stated null hypotheses (i.e. Ho_2) is hereby accepted and this implies that there is a weak and insignificant association between flexible work time and quality service delivery of deposit money banks in Rivers State.

DISCUSSION OF FINDINGS

Lawrence et al (2011) argued that work forms advance convenience for workers and help in dertermining schedule which suits their disposition and tendencies. Thus enriching their work experience and relationship in the organuzation. Ferreira et al (2018) described flexible work time program as advancing several advantages-especially since it allows for balancing of work roles and family responsibilies. It also demonstrates the organizations capacity to effectively balance its various capabilities through its appropriate application of such. This contibutes to the emotional and physical wellbeing of the workers-necessitating increased emotional balance and a capacity for improved improved and healthier interpersonal relations with others members of the organization.

CONCLUSION AND RECOMMENDATIONS

The relationship between flexible work time program and organizational effectiveness presents a stance with regards to the adoption of flexible work time program practices in driving improve levels of relationship and enhance collaboration. Thus in line with the facts generated, this study concludes that actions structured or patterned towards enabling work systems that support flexible work time program enhances the nature and content of the worker’s relationship and bridges the social gap or differences that may exist.

The study recommends that the structuring of flexible work time program actions should be patterned in such a way that enable substantial levels of emotion balance, stress control and relieve in ways that enable workers effectively cope and manage their work pressure and thus relate and function bettern in line with their responsibilites.

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