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FLEXIBLE WORK PRACTICE AND AFFECTIVE COMMITMENT IN COMMERCIAL BANKS IN AKWA IBOM STATE

***Rebecca Sunday Jonathan, Dr. Kingsley L. Uwa, Dr. Christabel D. Brownson**

Department of Business Administration, Faculty of Administration and Management Sciences, Akwa Ibom State University.

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***Corresponding Author: Rebecca Sunday Jonathan**

Department of Business Administration, Faculty of Administration and Management Sciences, Akwa Ibom State University.

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ABSTRACT

This study examined the influence of flexible work arrangements on affective commitment among employees in Commercial Banks, Akwa Ibom State, Nigeria. The specific objectives were to determine the effects of flex time, job sharing, part-time work, compressed work weeks, and shift work on employees' emotional attachment to their organizations. A descriptive survey research design was adopted, and data were collected from a sample of 186 respondents using a structured questionnaire based on a five-point Likert scale. Descriptive statistics (frequencies and simple percentage) and simple linear regression analysis were used to analyze the data. The findings revealed that employees highly perceived flexible work arrangements across all dimensions. Regression results showed that all five flexible work arrangements had positive and statistically significant effects on affective commitment ($p < 0.05$). Flex time had the strongest influence ($R^2 = 0.669$, $\beta = 0.818$), followed by compressed work weeks ($R^2 = 0.611$, $\beta = 0.782$), job sharing ($R^2 = 0.582$, $\beta = 0.763$), shift work ($R^2 = 0.553$, $\beta = 0.744$), and part-time work ($R^2 = 0.507$, $\beta = 0.712$). The study concludes that flexible work arrangements constitute an effective strategic human resource management practice for improving employee commitment in the healthcare sector. It recommends that banks administrators and policymakers institutionalize flexible work policies, strengthen supportive organizational cultures, provide adequate technological infrastructure where necessary, and continuously review workplace practices that promote employee well-being.

KEYWORDS: Flexible Work Arrangements (FWAs), Flex Time, Job Sharing, Affective Commitment, Commercial Banks, Akwa Ibom State, Employee Commitment.

1. INTRODUCTION

The contemporary business environment is characterized by rapid technological advancement, globalization, changing workforce demographics, and increasing employee expectations regarding work-life integration. These changes have compelled organizations across the world to redesign traditional work systems by adopting more flexible approaches to managing employees. Flexible Work Arrangements (FWAs), which include flexible working hours, telecommuting, compressed workweeks, job sharing, and part-time work, have emerged as strategic human resource practices aimed at enhancing employee well-being while simultaneously improving organizational performance. The human resources are valuable organizational resources which determines how other resources are assessed and utilized (Johnson, et. al., 2026). Organizations increasingly recognize that employees who are given greater autonomy and flexibility in determining when, where, and how they perform their duties are more likely to experience higher job satisfaction, stronger psychological attachment, and improved organizational commitment (Allen et al., 2021; De Menezes & Kelliher, 2017). Globally, flexible work arrangements have gained prominence following the digital transformation of workplaces and the COVID-19 pandemic, which accelerated the adoption of remote and hybrid work models across industries. The pandemic demonstrated that many organizational activities could be effectively performed outside the conventional office environment without compromising productivity. Consequently, organizations have increasingly institutionalized flexible work policies to enhance employee engagement, reduce work-related stress, improve work-life balance, and retain valuable talent.

One of the most important behavioural outcomes associated with flexible work arrangements is affective commitment. Affective commitment represents the emotional attachment, identification, and involvement of employees with their organizations, such that employees remain with the organization because they genuinely desire to do so rather than because of obligation or necessity (Meyer & Allen, 1997). Employees with high affective commitment demonstrate greater willingness to exert extra effort, support organizational goals, exhibit citizenship behaviours, and remain loyal even during challenging periods. Such employees are less likely to engage in absenteeism, turnover intentions, or counterproductive work behaviours, thereby contributing significantly to organizational effectiveness (Meyer, Stanley, & Parfyonova, 2012). Not only do strategically agile organizations anticipate change well, but they also thrive on it, using uncertainty as a driving force for innovation and ongoing development (Bassey, Uwa, & Okurebia, 2023).

In Nigeria, the banking industry remains one of the most competitive sectors of the economy. Commercial banks operate in an environment characterized by intense competition, technological disruption, stringent regulatory requirements, increasing customer expectations, and continuous pressure to improve operational efficiency. Employees within the banking sector are often required to meet demanding performance targets, manage high customer volumes, comply with strict regulatory standards, and adapt to rapidly evolving digital banking technologies. These demands frequently expose employees to excessive workload, job stress, work-family conflict, burnout, and emotional exhaustion, all of which may weaken their commitment to the organization (Akinwale & George, 2020). To remain competitive while maintaining employee well-being, several commercial banks in Nigeria have introduced different forms of flexible work arrangements, particularly following the COVID-19 pandemic. These arrangements include flexible scheduling, shift flexibility, compressed workweeks, part-time employment, and, where appropriate, telehealth and remote administrative work to enhance work-life balance, reduce occupational stress, and improve workforce stability (World Health Organization [WHO], 2023; International Labour Organization [ILO], 2024; OECD, 2023).

In Akwa Ibom State, commercial banks constitute an important component of the state's financial and economic development by providing banking services to individuals, businesses, government institutions, and investors. Employees in these banks operate under highly demanding conditions involving customer relationship management, sales targets, compliance responsibilities, long working hours, and continuous performance monitoring. These pressures often affect employees' psychological well-being and may reduce their emotional attachment to their organizations if appropriate supportive human resource practices are not implemented. Flexible work arrangements therefore present a potentially valuable strategy for helping employees balance work and personal responsibilities while strengthening their affective commitment toward their organizations.

Despite the growing recognition of flexible work arrangements in organizational research, existing empirical studies have largely concentrated on their effects on job satisfaction, employee performance, work-life balance, turnover intention, organizational productivity, and employee engagement. Comparatively fewer studies have specifically examined the relationship between flexible work arrangements and affective commitment within Nigeria's commercial banking sector, particularly in Akwa Ibom State. It is against this background that this study investigates the influence of flexible work arrangements on affective commitment among employees in commercial banks in Akwa Ibom State. The study seeks to provide empirical evidence that will assist bank management, policymakers, and human resource practitioners in designing workplace flexibility policies capable of strengthening employees' emotional attachment, improving organizational commitment, and enhancing sustainable organizational performance.

2.1 Statement of the Problems

Regardless of the increasing recognition of flexible work arrangement as a tool for improving employee satisfaction and organizational outcomes, commercial banks continue to rely on rigid work schedules that may not support the well-being and personal needs of their workforce. In banking sector, especially in regions like Akwa Ibom State, Nigeria, employees often face high levels of stress, long shifts, and limited work-life balance, which can negatively impact their emotional attachment and commitment to their organizations. Affective commitment critical for reducing turnover, enhancing performance, and fostering a loyal workforce may be undermined when employees feel that their personal and professional needs are not adequately supported. However, there is limited empirical evidence on how FWAs influence affective commitment among commercial bank workers in this region. This gap presents a challenge for banks administrators seeking to improve employee engagement and retention.

Previous studies have shown that when people spend too many hours at work, their health and work performance begin to denigrate (DeStefano, 2017). Some employees work very hard throughout the week, month or year with little or no rest and they consider themselves as hard working. As time goes by, their jobs become less interesting, fatigue sets in and their result dwindles. These have cost many employees their most cherished job and later blame someone else for it. Therefore, lack of work flexibility, high work pressure and long working hours, may result to poor employee’s input, performance and satisfaction at his or her job place, because an employee who finds it very difficult to properly balance his or her personal life, tends to also have difficulties managing tasks at his or her work place. Therefore, it is crucial to investigate the extent to which flexible work arrangements affect the affective commitment of banks staff in Akwa Ibom State.

1.3 Objectives of the Study

The main objective of this study was to ascertain the influence of flexible work practice and affective commitment in Commercial Banks, Akwa Ibom State; The specific objectives include to;

1. Examine the influence of flex time on affective commitment in Commercial Banks, Akwa Ibom State;
2. Ascertain the influence of job sharing on affective commitment in Commercial Banks, Akwa Ibom State;

1.4 Research Questions

1 What is the influence of flex time on affective commitment in Commercial Banks, Akwa Ibom State?

2 What is the effect of job sharing on affective commitment in Commercial Banks, Akwa Ibom State?

1.5 Research Hypotheses

Ho_1: flex time has no significant influence on affective commitment in Commercial Banks, Akwa Ibom State.

Ho_2: job sharing has no significant effect on affective commitment in Commercial Banks, Akwa Ibom State.

2. REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

The idea and qualitative characteristic of this study were discussed in this section of the study. These include the element that offer comparability, verifiability, timeliness, and ability of flexible work arrangement and affective commitment in Commercial Banks, Akwa Ibom State.

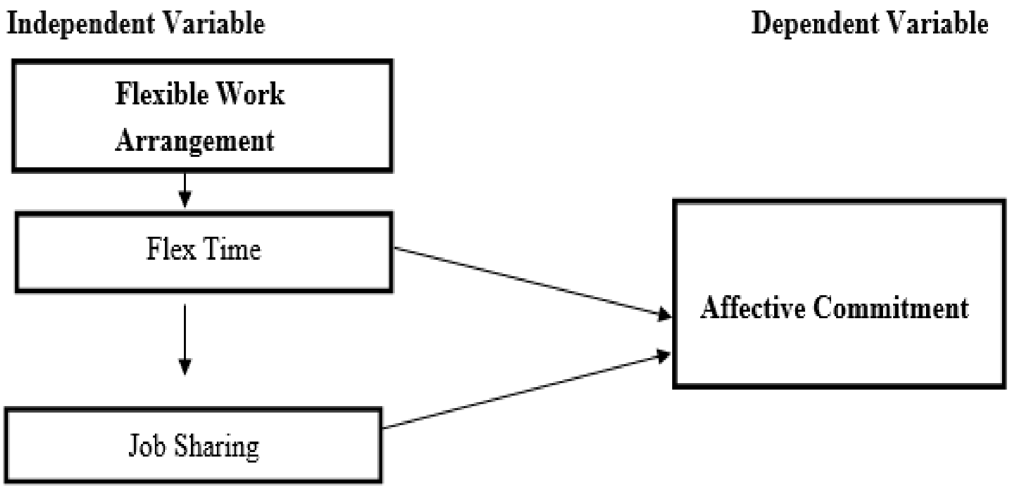

Figure 2.1. Conceptual model of flexible work arrangement and affective commitment by the researcher, 2025.

2.1.1 Flexible Working Arrangements

Since late 1980s, many organizations have actively promoted flexible working arrangements including flexible hours and work days, remote working and providing full control of beginning and ending their schedules. Flexibility stood as a revolutionary observation pre-dating industrialization period, where most workers were peasants and were setting their own job schedules (Ronen, 1981). A trend that originated in the USA as a means of versatility in working hours and work schedules and has now become globally acceptable.

Flexible employment requires adjustments to the pace and place of work, to cater to the needs of both the manager and the individual (Truss, Mankin, and Kelliher, 2012). Nature of work has changed from the perspectives of both employees and employer (Heerwagen, 2010) and this change is seen in terms of organizations starting to offer FWAs to employees (Azar, Khan, and Eerde, 2018) for increasing flexibility and responsiveness as these are becoming two vital strands of organizational strategy when it comes to manage uncertain business environment, for example: fixed cost incurred by office space as of today work is geographically dispersed with the help of technology it no longer is tied to any locality or place. The imperative to improve business performance makes flexible working a significant strategic option as it provides desirable benefits to employees enabling them to work at home and at times that suit their personal needs. The usage of flexible work arrangements is motivated by demographic patterns and changes in legislation. Recent regulatory changes in Europe have encouraged companies to provide more flexible working arrangements (Chandola, Booker, Kumari, and Benzeval, 2019), Pakistan being home to various

Multinational Companies is still in its early stages to adopt family supportive policies as there is no such regulation imposed by the government.

Flexible work comprises of teleworking, remote working and scheduling hours to support employees with balancing work-life domains (De Menezes and Kelliher, 2022). FWAs are mainly, based on when, where, quantity and continuity of employment (Parkes and Langford, 2021). (Alis, 2020) made a distinction by analyzing that organizations look for flexibility in ways they can utilize human resources to match supply efficiently with the labour needs thoroughly while operating in an increasingly competitive business environment. However, Individuals look for flexibility in ways they work to reach an adequate balance for work and personal involvement of actions (Truss, Mankin, and Kelliher, 2022). Balance must be obtained while creating flexibility for employees (Kelliher, Richardson, and Boiarintseva, 2019). By careful management of flexible work arrangement resentment can be avoided among co-workers who get burdened by workload situations because of lesser contribution from their colleagues (Teasdale, 2013). Conferring to Thomas and Ganster (1995), lower WLC is certainly associated with work flexibility along with supportive role of supervisors and impact results for individuals and organization as a whole reducing anxiety and strain (Lapierre and Allen, 2006) (Madsen S., 2006). flexible work arrangement are in greatly claimed by women, dual-earning parents, single-parents and those with geriatric care responsibilities.

2.1.2 Dimensions of Flexible Working Arrangements

There are different types of flexible working arrangements as conceptualised by Jones and Jones (2011). These includes flex time, job sharing, part time work, compressed work weeks, telecommuting, shift work, over time and parental leaves.

2.1.2.1 Flextime

Flextime is a flexible working schedule that allows workers to alter workday start and finish times (Mungania *et al.,* 2016). In contrast to traditional work arrangements that require employees to work a standard 8a.m. to 4p.m, flextime typically involves a “core” period of the day during which employees are required to be at work (e.g. between 10a.m. and 6 p.m.) The total working time required of employees on flextime schedules is the same as that required under traditional work schedules. Flextime allows employees to customize their schedules within a certain range of hours every day; this allows employees to vary their arrival and departure time. Flex time pays employee in increased motivation, improved job satisfaction and positive customer service. Furthermore, organizations do tend to lose their highly skilled human resource much more sooner than they can afford to replace them, it is therefore of utmost importance for success seeking organization to develop strategic succession plans for the total organization as these will help sustain the corporate structure in the competitive business environment (Akpan, Brownson, & Uwa, 2023). Generating a culture of innovation in your company is a critical initiative today but despite this, many businesses combat internal challenges that slow the innovation process (Ukpong, Uwa, & Ekanem, 2022).

2.1.2.2 Job Sharing

Job sharing is an arrangement in which two people voluntarily share the responsibilities, salary, and benefits of one full-time position, each working part-time on a conventional basis (Perrine, 2021). Job sharing creates normal part-time employment opportunities where there is a need for full-time position. It differs from other part-time work by virtue of the coordinated approach to job responsibilities that is requires. There is great variability in the ways the time and the demands of a job are shared. Time need not be shared on a 50:50 basis, but can vary in proportions usually depending on the needs of the job sharers (Branine, 2023). When job is shared, two employees are retained to perform a full-time, and then the benefits and pains are shared amongst the employees. Employees who shared job are accountable to each other; they are comfortable balancing life responsibilities and experience less stress and more work satisfaction.

2.1.3.1 Affective commitment

In a highly competitive business environment, developing new strategies that can generate new value in the face of competition or even new markets and customers is therefore essential to an organization's survival (Uttong, Ekanem, & Uwa, 2024).This is when an individual is emotionally attached, identifies with and is more involved to the organization. In simple terms, affective commitment is the employee emotional bond to the organization (Rhoades et al. 2001; Andrew 2017; Balassiano & Salles 2012). Employees with affective commitment traits are highly committed to the organization mainly because they want to link closely with the same organization and they are willing to stay with the same organization on the basis that their personal employment relationship is consistent with the objectives and values of the organization (Sayğan 2011; Wang et al. 2010; Gelaidan & Ahmad 2013). Affective commitment also contributes to employees' engagement which is exhibited through cognitive and behavioural tendency's that influences employees' dedication to the achievement of organizational goals (Johnson, et. al., 2024a). Andrew (2017) further emphasized that employees with strong affective commitment continue to do work with their organization because they are willing to do so. According to Uwah et. al., (2018), organizations must uphold integrity while relating with it's stakeholders. According to Mathotaarachchi (2018), the commitment model of Meyer and Allen clearly outlines factors that influence affective commitment which are job challenge, goal clarity & goal difficulty, role clarity, and goal clarity, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability.

Various scholars have studied the relationship between employee commitment and organizational performance. According to Ivancevich, (2010), performance of an organization is directly related to commitment level of employees. Chen, et al. (2006) in Andrew (2017) studied the relationship between organizational commitment, and job performance and found that there is a positive relationship between organizational commitment and work performance. Their study suggested that companies needed to strengthen their employees' commitment towards organization in order to enhance organizational performance. Mathotaarachchi (2018) in support of Chen et al (2006) highlighted that it is necessary for every organization to have full levels of employee commitment in order to have outstanding performance on long term basis. Not only do strategically agile organizations anticipate change well, but they also thrive on it, using uncertainty as a driving force for innovation and ongoing development (Bassey, Uwa, & Okurebia, 2023).

Andrew (2017) carried a study in Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka. The paper investigated the relationship between the three commitments (affective, continuous & normative) and organizational performance. The research findings revealed that there exists positive relationship between the three commitments and organizational performance. It was also proved from the results that there exists strong correlation between the three independent variables and organizational performance. The three commitments were taken as independent variables and organizational performance as the dependent variable. In another study, Khan, (2010) also investigated the impact of employee commitment (affective commitment, continuance commitment and normative commitment) on employee job performance from a sample of 153 public and private and public sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee commitment and employees' job performance. Therefore, job performance emerged as a determinant of employee commitment. In concluding the research paper, Khan, (2010) advised managers to pay special attention to antecedents of employee commitment and all the factors which foster employee commitment so as to increased employee performance and consequently increase organizational productivity.

2.1.4 Flexible Work Arrangements and Employee Commitment

Flexible work arrangements (FWAs) have become an important feature of contemporary human resource management practices, particularly in enhancing employees' commitment to their organizations. FWAs refer to employment practices that allow employees some degree of flexibility in terms of when, where, or how they perform their work. These include flexitime, part-time work, job sharing, compressed workweeks, shift flexibility, and remote or hybrid working arrangements (Smith & Johnson, 2024).

Employee commitment, on the other hand, reflects the psychological attachment of employees to their organization, which influences their willingness to remain with and actively contribute to organizational goals. Organizational success is highly tied to the level of commitment and dedication of it's workforce (Johnson & Uwah, 2026). It is commonly expressed through affective, continuance, and normative commitment (International Labour Organization, 2024). Recent literature suggests that FWAs play a significant role in strengthening these dimensions of commitment.

Empirical evidence from recent studies indicates a positive and significant relationship between flexible work arrangements and employee commitment. For instance, FWAs have been shown to enhance employees' perceived autonomy, reduce work–life conflict, and improve job satisfaction, all of which contribute to stronger organizational commitment (Smith & Johnson, 2024; World Bank, 2025). Employees who are given greater flexibility in managing their work schedules are more likely to feel valued and trusted by their organization, thereby increasing their emotional attachment and loyalty.

2.1.5 Flextime and Affective Commitment

Flex time, also known as flexible working hours, is a work arrangement that allows employees to adjust their start and end times within agreed limits while still meeting their required number of work hours. In banking institutions, flex time can help address the challenges of irregular client demands, staff shortages, and work-life balance pressures. By giving employees autonomy over their work schedules, flex time has been shown to improve job satisfaction, reduce stress, and enhance work-life integration (Kossek and Michel, 2011).

The context of banking institutions in Akwa Ibom State, where staff often face long hours, unpredictable workloads, and high emotional demands, the provision of flexible work schedules can significantly influence employees' affective commitment. Affective commitment, as described by Meyer and Allen (1991), refers to an employee's emotional attachment and loyalty to their organization. Employee's commitment enhances the achievement of organizational goals (Johnson. et al., 2024b). Employees who feel that their employer supports their personal needs through flexible arrangements are more likely to develop a deeper emotional bond with the organization, show higher motivation, and remain committed over the long term.

2.1.6 Job Sharing and Affective Commitment

Job sharing is a flexible work arrangement in which two or more employees share the responsibilities of one full-time position, with each working part of the week or specific shifts to collectively fulfill the role's requirements. This arrangement is designed to accommodate employees' personal and professional needs while ensuring that organizational tasks are completed effectively (Armstrong, 2014). Job sharing often provides employees with greater work-life balance, reduced burnout, and more opportunities to manage personal commitments without leaving the workforce.

In relation to affective commitment which refers to an employee's emotional attachment to and identification with the organization (flaw 2021), job sharing can foster stronger bonds between employees and their employer. When organizations implement job sharing, they demonstrate a willingness to adapt to employees' needs, which can lead to higher job satisfaction, a sense of mutual respect, and increased loyalty. Employees who feel supported in balancing their work and personal lives are more likely to remain committed to the organization out of genuine desire rather than obligation. The essence is to maximize profit by capturing consumer surplus, but the difficulty is in comprehending customer preferences and willingness to pay (Bassey, Ekanem & Edem, 2025). Organization performance has been the most important consideration for every organization, be it profit or non-profit organization (Uforo, Malachi, and Don, 2022). In sectors with high workload intensity, such as healthcare, education, or service delivery, job sharing not only helps reduce employee fatigue but also improves retention rates by strengthening affective commitment. This, in turn, can lead to improved performance, teamwork, and organizational stability.

2.2 Theoretical Review

2.2.1 Work-family border theory

This theory is devoted only to work and family domains. The outcome of interest in this theory is the work-family balance, which refers to “contentment and good operation at work and home, with a depth of role clash” (Clark, et al, 2014). Central to this theory is the idea that “work” and “family” constitute different domains or spheres which influence each other. Given their opposite purposes and cultures, work and home can be likened to two different countries where are differences in language or word use, differences in what constitutes acceptable behaviour, and differences in how to achieve tasks. For the working theory of this study, we will situate this research on the work-family border theory. Border theory in comparison to boundary theory is a relatively newer theory that improves our understanding of the relationship between work and family in modern societies (Chen et al., 2005). Similar to boundary theory, border theory considers work and family as two different spheres; however, it emphasizes the understanding of the influence each sphere has on the other (Chen et al., 2005). This theory focuses on identifying the factors that create work and family conflict, and tries to find ways to manage these two spheres and the border between them, in order to reach a balance between work related roles and family related roles (Clark et al, 2004; Desrochers & Sargent, 2002). Based on explicit study of these two fundamental theories, Chen et al., (2005) explains that individuals can select different boundary management strategies on a continuum ranging from segmentation to integration. In other words, individuals may select one of the divisional strategies: keeping distance between work and family life and treat work and family roles as different roles that playing one role requires leaving another role; or integrating work and family domains, and try to manage a balance between these two spheres (Rothbard, Phillips, & Dumas, 2005).

Relevance of Work–Family Border Theory to Flexible Work Arrangement and Employee Commitment

The Work–Family Border Theory provides a relevant theoretical foundation for explaining the relationship between flexible work arrangements and employee commitment. The theory posits that employees continuously navigate between the work and family domains, each of which has distinct roles, responsibilities, values, and expectations (Clark, 2000). Flexible work arrangements, such as flexible working hours, telecommuting, compressed workweeks, and job sharing, enable employees to manage the boundaries between these two domains more effectively. By providing employees with greater control over when, where, and how work is performed, organizations reduce work–family conflict and facilitate a healthier work–life balance. The theory is particularly applicable to this study because employees who are able to successfully balance their work and family responsibilities are more likely to experience reduced stress, improved psychological well-being, and greater job satisfaction. These positive experiences strengthen employees' emotional attachment to their organizations, increase their willingness to remain with the organization, and encourage them to contribute more effectively toward organizational goals. Consequently, flexible work arrangements serve as mechanisms that help employees integrate or appropriately segment their work and family roles depending on their personal preferences, thereby enhancing their affective, continuance, and normative commitment.

2.3 Empirical Review

Harrop (2026) conducted a meta-analysis of flexible working arrangements. A correlational survey design was adopted, involving 116 operational staff selected from eighteen commercial banks. Pearson Product Moment Correlation was employed to test the hypotheses. It was found that flextime was positively associated with organizational commitment, including affective commitment, across multiple empirical studies. Employees with access to flextime consistently reported higher levels of affective commitment, work engagement, job satisfaction, and work-life balance, while experiencing lower burnout and work-family conflict. These findings provide robust evidence that flexible scheduling practices contribute positively to employees' emotional attachment to their organizations.

Nna-Emmanuel (2025) examined flexible work environment and the affective commitment of employees in money deposit banks in Rivers State. The study investigated flexible resumption time, compressed work week, and remote working as dimensions of workplace flexibility. A correlational survey design was adopted, involving 216 operational staff selected from eighteen commercial banks. Pearson Product Moment Correlation was employed to test the hypotheses. The findings revealed that flexible resumption time had a strong positive and statistically significant relationship with employees' affective commitment. Employees who were allowed greater flexibility in determining their resumption time reported stronger emotional attachment to their organizations. The study concluded that flexible work environments improve employees' work-life balance and enhance organizational commitment.

In another related study, Pepple *et al.* (2025) examined flexible work arrangements and employee retention in Access Bank Nigeria Plc, Calabar. Although the dependent variable was employee retention rather than affective commitment, the study specifically assessed work-hours flexibility, remote-hybrid work options, and flexible time-off. Using a cross-sectional survey design, data were collected from 323 employees and analyzed using multiple regression. The findings indicated that work-hours flexibility had a significant positive effect on employee retention. The authors argued that flexible work schedules increase employees' organizational attachment and willingness to remain with the organization, outcomes that closely align with affective commitment. They recommended that commercial banks adopt flexible scheduling, compressed workweeks, part-time work, and shift-swapping arrangements to improve employee outcomes.

Petitta and Ghezzi (2025) examine the use of flexible work arrangements (e.g., remote, hybrid) and affective organizational commitment. The present study examined the potentially curvilinear effects of employees' attitude towards flexible work options (i.e., flexible work orientation; FWO) on individual- (i.e., performance, job satisfaction, stress, work-to-family conflict, family-to-work conflict) and organization-related outcomes (i.e., organizational social support, organizational justice, affective organizational commitment). Anonymous survey data were collected in 2021 from 1061 in-person and flexible workers nested within 100 Italian organizations. Measurement invariance across the two subsamples was supported and subsequent structural model analyses suggested a differential pattern of results for in-person and flexible workers. Results indicated a curvilinear U-shaped relationship between FWO and organizational support, justice, commitment and job satisfaction for the in-person subsample as compared to a positive linear relationship for flexible workers. Moreover, in both samples of flexible and in-presence workers, FWO exerted a positive linear effect on performance and a mainly negative linear effect on stress, WFC and FWC. Overall, flexible workers displayed linear relationships among all the study variables, whereas in-person workers showed the curvilinear effects of FWO on support, justice, commitment and satisfaction, all of which increased at high levels of employees' positive attitude towards FWO.

Basuo (2024) investigated the relationship between work-life balance and employee commitment among operational staff of commercial banks in Yenagoa, Bayelsa State. The study specifically examined flexible working schedules and telecommuting as predictors of affective commitment. A cross-sectional survey design was employed, involving 860 bank employees, while Pearson Product Moment Correlation was used for data analysis. The findings indicated that flexible working schedules had a significant positive relationship with affective commitment. Employees who enjoyed greater flexibility in scheduling their work demonstrated stronger emotional attachment and loyalty to their organizations. The study recommended that bank management should implement flexible work-hour policies to enhance employees' affective commitment. The word performance is derived from job performance or actual performance, which refers to an individual's actual accomplishment at work (Ekanem et al. 2026). Performance is a fundamental measure of an organization‟s ability to achieve its strategic objectives effectively and efficiently (Ekanem & Efi, 2025). Performance is not a mere finding of an outcome, but rather it is the result of a comparison between the outcome and the objective (Ekanem, 2021)

METHODOLOGY

3.1 Research Design

The descriptive survey research design was adopted in this study. This involved collecting data from a sample population to understand their perceptions, and experiences regarding specific phenomenon of interest. Surveys selected because of its ability to efficiently gather standardized data from a large group of healthcare workers on the relationship among flexible work arrangement and affective commitment. This method is particularly advantageous in the banking sector, where personnel often face time constraints. The adoption of survey design further justified by its efficiency in collecting data promptly, cost-effectively, and across a broad geographical scope, making it well-suited for exploring trends and relationships among the study variables.

3.2 Population of the study

The population for this study comprises all the tier one Bank branches operating in Akwa Ibom State. These Banks are First Bank of Nigeria Plc, United Bank for Africa Plc (UBA), Guaranty Trust Bank Plc (GTBank), Access Bank Plc and Zenith Bank Plc. The choice of tier one banks were chosen because of their large customer base and that their shares are actively traded in floor of Nigeria Exchange Group (NEG, 2024). These banks have a total of 21 in Akwa Ibom State.

3.3 Sampling Techniques and Sampling Size Determination

The sampling distribution approach was considered a critical topic in research to prevent bias in data collection. stratified sampling techniques was used in this study to choose its respondents, guaranteeing that each member of the population has an equal chance of being chosen. Accuracy cannot be guaranteed by a large sample size. Therefore, the researcher specified the sample size within the target population. For calculating sample sizes, this study used Krejcies and Morgan Formula, which is stated as follows: $s=[x^2 np (1-p)] / [d^2 (n-1) + x^2 p (1-p)]$

Where:

n = require sample size

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841), same as (1.96). (1.96)

N = the population size

P = the population proportion (assumed to be .50 since this would provide the maximum sample size)

d = The degree of accuracy expressed as a proportion (.50)

Since N = 358

$n = [3.841 (358) (0.5) (1-0.5)/ [0.05^2 (358-1)/ [3.841(0.5) (1-0.5)$

$3.841 (358) (0.5) (0.5) / [0.0025 (357) + [3.841(0.5) (0.5)$

$= 343.7695 / (0.8925 + 0.96025)$

$= 343.7695/1.85275$

= 185.54 Approximately = 186

Sample size (n) = 186.

3.3 Sampling Techniques

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3.4 Source of Data Collection

The study is quantitative in nature and sourced primary data through the close-ended structured questionnaire. Using the questionnaire for this study will be considered appropriate because of its advantages such as standardization, coverage, economy, and the need to collect cross sectional data at one point in time.

3.5 Research Instrument

The questionnaire was structured using a 5-point Likert scale, where 'strongly agree' was assigned 5 points and 'strongly disagree' was assigned 1 point. A total of 25 questions were developed, aligned with the study's variables and overall objectives. Some items were adapted, with slight modifications for relevance, from previous studies by Ebito *et al.,* (2019), Hignett *et al.,* (2007), and Umana *et al.,* (2019). Following the recommendation by Alifyanti Hidayah *et al.* (2021), these prior studies were used to enhance the questionnaire's validity. Copies of the questionnaire were personally administered to willing and available healthcare workers at their workstations. To facilitate data collection from all locations of the healthcare institutions under study, two field assistants were engaged and trained on modalities of data collection.

3.6 Validation of the Research Instrument

The questionnaire items was validated by two specialists in the Banking sector and two academics that are well versed in flexible work arrangement discipline. Their inputs helped in making slight modifications to the initial version of the questionnaire, aiding the quality of field survey data collected. In addition, the Cronbach Alpha approach was used to determine the reliability of the questionnaire items.

3.8 Reliability of the Instrument

Reliability refers to the consistency and stability of result when a measuring scale is repeated on the study on the same group of respondents. Reliability is then the ability of instrument and precision of a measuring instrument. Therefore, to measure the reliability of the instrument, the test-retest measure was used on 15 respondents in each of the Banking Institution adopted for the study. It was distributed to the respondents on interval of two weeks. Cronbach Alpha statistics used to compute and to measure the reliability of the instrument; the value of the alpha coefficients of 0.7 above was considered good and acceptable.

Table 3.1: The Reliability Indexes of Cronbach Alpha.

Variable Items	Cronbach Alpha	Test-retest			Internal consistency
Flex Time	0.83	.81			Good
Job Sharing	0.78	.71			Acceptable
part time work	74	.75			Acceptable

Source: Researcher's computation (2026)

The result on Table 3.2 shows the alpha coefficient of each variable, indicating that the instrument was reliable for used.

3.9 Model Specification

A simple regression model can be used to forecast, analyse, regulate, or construct an economic system. Using this model in this study aims to make the link between the independent and dependent variables more clear. R^2 is a measure of how much of the variance in the independent variable can be explained by it. While other dependents are controlled, the model also depicts the impact of an independent variable on the dependent variable. The straightforward regression model is: $y = \beta_0 + \beta_{1.}\, x_j + \varepsilon$

where x is an explanatory variable, y is the dependent variable, o denotes the intercept term, and 1 denotes the parameter estimate. The n values of the jth explanatory variable which match the n observations in y, are provided in each column xj. According to the theory, both the entries of x and the linear relationship between the variables have no bearing on the error term. The coefficient j would represent a unit change in the explanatory variable and measures the change in the regression function. Since linear regression links one variable to a group of others, it is a helpful technique for examining the relationships between several variables. It may evaluate the impact of one variable on results while accounting for other evident variations. The models used in this study would be specified in the subsequence section:

$AC = \beta_o + \beta_{1.}\ PTW + \varepsilon$ Equation 3.1

$AC = \beta_o + \beta_{1.}\ CW + \varepsilon$ Equation 3.2

Where:

AC is Affective commitment

FT is Flex Time

JS is Job Sharing

3.10 Method of Data Analysis

The data collected were analyzed using descriptive statistical tools such as frequencies and percentages. Also, inferential statistical tool such as simple linear regression models were used for testing the hypotheses. The Statistical Package for Social Science (SPSS) version 27 was used as the statistical software package.

3.11 Decision Criteria

The quantitative outcome were determined through linear and multiple regression models to test at a 95 per cent confidence level, therefore, where the p-value (significant value) is less than 0.05, the relationship is ruled to be statistically significant. In the quantitative analysis, the effect of the firms' actions on the environment was used to determine the firm performance.

3.11 Ethical Issues

In this study, the researcher took care to follow all relevant ethics. The following aspect of research ethics would be upheld: respondents' participation in the survey would be entirely voluntary; the researcher took reasonable steps to ensure that the report would be printed ethically; the collection of research data and its reporting would be done honestly and without bias; and the process of data collection presentation, and analysis would not be manipulated.

4. DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

This chapter presented the descriptive analysis, result of test of hypotheses and summary of result.

Table 4.3: Distribution of Responses on Flex Time. (N = 171)

S/N	Flex Time Statement	SA	A	U	D	SD	Total
1	Flex time enables work–life balance	54 (31.6%)	67 (39.2%)	18 (10.5%)	20 (11.7%)	12 (7.0%)	**171 (100%)**
2	I have control over my work schedule	49 (28.7%)	65 (38.0%)	22 (12.9%)	20 (11.7%)	15 (8.8%)	**171 (100%)**
3	Flex time reduces stress	58 (33.9%)	63 (36.8%)	20 (11.7%)	18 (10.5%)	12 (7.0%)	**171 (100%)**
4	Flex time increases job commitment	56 (32.7%)	66 (38.6%)	19 (11.1%)	18 (10.5%)	12 (7.0%)	**171 (100%)**

Source: Field Survey (2026).

Table 4.3 presents respondents' opinions on flex time practices in the selected commercial banks in Akwa Ibom State. For the statement that flex time enables work–life balance, 54 respondents (31.6%) strongly agreed and 67 respondents (39.2%) agreed, representing a combined 70.8% positive response. Meanwhile, 18 respondents (10.5%) were undecided, 20 respondents (11.7%) disagreed, and 12 respondents (7.0%) strongly disagreed.

Regarding the statement that employees have control over their work schedule, 49 respondents (28.7%) strongly agreed and 65 respondents (38.0%) agreed, giving a total agreement of 66.7%. However, 22 respondents (12.9%) were undecided, while 20 respondents (11.7%) disagreed and 15 respondents (8.8%) strongly disagreed.

On whether flex time reduces stress, the majority of respondents expressed positive opinions, with 58 respondents (33.9%) strongly agreeing and 63 respondents (36.8%) agreeing, amounting to 70.7% of the respondents. Conversely, 20 respondents (11.7%) were undecided, 18 respondents (10.5%) disagreed, and 12 respondents (7.0%) strongly disagreed.

Similarly, for the statement that flex time increases job commitment, 56 respondents (32.7%) strongly agreed and 66 respondents (38.6%) agreed, accounting for 71.3% of the respondents. In contrast, 19 respondents (11.1%) were undecided, 18 respondents (10.5%) disagreed, while 12 respondents (7.0%) strongly disagreed.

Overall, the findings indicate that respondents generally perceived flex time positively, particularly in promoting work–life balance, reducing stress, enhancing control over work schedules, and strengthening employees' commitment to their organizations. These results suggest that flex time is an important component of flexible work arrangements that can foster affective commitment among employees in commercial banks in Akwa Ibom State.

Table 4.4: Responses on Job Sharing.

S/N	Job Sharing Statement	SA	A	U	D	SD	Total
1	Job sharing improves teamwork	53 (31.0%)	68 (39.8%)	20 (11.7%)	18 (10.5%)	12 (7.0%)	**171 (100%)**
2	It reduces workload pressure	56 (32.7%)	65 (38.0%)	19 (11.1%)	19 (11.1%)	12 (7.0%)	**171 (100%)**
3	It enhances service delivery	58 (33.9%)	63 (36.8%)	20 (11.7%)	18 (10.5%)	12 (7.0%)	**171 (100%)**
4	It increases job satisfaction	55 (32.2%)	67 (39.2%)	19 (11.1%)	18 (10.5%)	12 (7.0%)	**171 (100%)**

Source: Field Survey (2026).

Table 4.4 presents respondents' perceptions of job sharing among employees of selected commercial banks in Akwa Ibom State. For the statement that job sharing improves teamwork, 53 respondents (31.0%) strongly agreed and 68 respondents (39.8%) agreed, representing a combined 70.8% positive response. Meanwhile, 20 respondents (11.7%) were undecided, 18 respondents (10.5%) disagreed, and 12 respondents (7.0%) strongly disagreed.

Regarding the statement that job sharing reduces workload pressure, 56 respondents (32.7%) strongly agreed and 65 respondents (38.0%) agreed, giving a total agreement of 70.7%. However, 19 respondents (11.1%) were undecided, while 19 respondents (11.1%) disagreed and 12 respondents (7.0%) strongly disagreed.

For the statement that job sharing enhances service delivery, the majority of respondents expressed positive opinions, with 58 respondents (33.9%) strongly agreeing and 63 respondents (36.8%) agreeing, amounting to 70.7% of the respondents. Conversely, 20 respondents (11.7%) were undecided, 18 respondents (10.5%) disagreed, and 12 respondents (7.0%) strongly disagreed.

Similarly, for the statement that job sharing increases job satisfaction, 55 respondents (32.2%) strongly agreed and 67 respondents (39.2%) agreed, representing 71.4% of the respondents. In contrast, 19 respondents (11.1%) were undecided, 18 respondents (10.5%) disagreed, and 12 respondents (7.0%) strongly disagreed.

Overall, the findings indicate that respondents generally viewed job sharing as a beneficial flexible work arrangement. Most respondents believed that job sharing promotes teamwork, reduces workload pressure, enhances service delivery, and increases job satisfaction. These findings suggest that job sharing contributes positively to employees' work experiences and is likely to strengthen affective commitment among employees in commercial banks in Akwa Ibom State.

4.2 Test of Hypotheses

Hypothesis One (Ho1)

Ho1: flex time has no significant influence on affective commitment in Commercial Banks, Akwa Ibom State.

Table 4.2.1 Model Summary.

R	R^2	Adj. R^2	Std. Error
0.818	0.669	0.668	0.392

The regression results show:

R = 0.818, indicating a strong positive relationship between flex time and affective commitment. $R^2 = 0.669$, which means that 66.9% of the variation in affective commitment is explained by flex time. Adjusted $R^2 = 0.668$, showing that after adjusting for sample size (N = 400), the model remains highly explanatory. Standard Error = 0.392, indicating a relatively small prediction error and good model fit.

ANOVA

Source	SS	Df	MS	F	Sig
Regression	71.85	1	71.85	804.62	0.000
Residual	35.54	380	0.089		
Total	107.39	381			

The ANOVA table shows:

- $F(1,398) = 804.62$
- p-value = 0.000 ($p < 0.05$)

Since the p-value is less than 0.05, the regression model is statistically significant. This means that flex time significantly predicts affective commitment. The large F-value further confirms that the model provides a significantly better fit than a model with no predictor.

Coefficients

Variable	B	Beta	T	Sig
Constant	0.701	—	5.82	0.000
Flex Time	0.852	0.818	28.37	0.000

Decision: Reject Ho1. Flex time significantly influences affective commitment.

From the coefficients table:

- B = 0.852 indicates that a one-unit increase in flex time leads to a 0.852 unit increase in affective commitment.
- Beta = 0.818 confirms a strong positive standardized effect.
- t = 28.37, with p = 0.000, shows that the effect is statistically significant.

This means that flex time has a strong and positive impact on employees' emotional attachment to their institution.

Hypothesis Two (Ho_2)

Ho_2: job sharing has no significant effect on affective commitment in Commercial Banks, Akwa Ibom State.

Model Summary

R	R^2	Adj. R^2	Std. Error
0.763	0.582	0.581	0.441

The correlation coefficient (R = 0.763) indicates a strong positive relationship between job sharing and affective commitment. The R^2 value of 0.582 shows that 58.2% of the variation in affective commitment is explained by job sharing, demonstrating that job sharing is a good predictor of employees' emotional attachment.

ANOVA

Source	Sum of Squares (SS)	df	Mean Square (MS)	F	Sig.
Regression	64.00	1	64.00	553.48	0.000
Residual	46.11	380	0.116		
Total	110.11	381			

The F-value ($F = 553.48$, $p = 0.000$) is statistically significant at $p < 0.05$. This means the regression model is a good fit, and job sharing has a significant effect on affective commitment.

Coefficients

Variable	B	Beta	t	Sig
Constant	0.824	—	6.10	0.000
Job Sharing	0.788	0.763	23.53	0.000

Decision: Reject Ho_2.

The unstandardized coefficient (B = 0.788) shows that a one-unit increase in job sharing leads to a 0.788 unit increase in affective commitment**.** The standardized Beta (0.763) confirms a strong positive effect. The t-value (23.53) and p-value (0.000) indicate the effect is statistically significant. Job sharing significantly and positively influences affective commitment in Commercial Banks, Akwa Ibom State, confirming that greater job sharing improves employees' emotional attachment and commitment.

4.3 Discussion of Findings

Across all two dimensions of flexible work arrangements flex time and job sharing, demonstrates strong positive relationships with affective commitment**.** This indicates that flexible work practices in Commercial Banks, Akwa Ibom State play a critical role in enhancing employees' emotional attachment, satisfaction, and organizational loyalty. Based on objective one which was to examine the influence of flex time on affective commitment in Commercial Banks, Akwa Ibom State, The analysis showed that flex time significantly and positively influences affective commitment among employees in Commercial Banks, Akwa Ibom State. Specifically, the regression results revealed that 66.9% of the variation in affective commitment was explained by flex time. This implies that allowing employees to control their work schedules and balance personal responsibilities strengthens their emotional attachment and loyalty to the organization. This finding aligns with Allen et al. (2013), who found that flexible work arrangements improve job satisfaction and organizational commitment by reducing work–family conflict. Similarly, Hill et al. (2021) reported that employees with flexible working hours demonstrated higher affective commitment due to increased autonomy and control over work-life balance. Flex time empowers employees, reduces stress, and fosters stronger emotional attachment to the organization. Organizations that implement flexible schedules are likely to retain committed and engaged staff.

Objective was to ascertain the influence of job sharing on affective commitment in Commercial Banks, Akwa Ibom State. The study revealed that job sharing has a positive and significant effect on affective commitment, explaining 58.2% of the variation in employees' emotional attachment. Job sharing allows two or more employees to share the responsibilities of a single role, thereby reducing workload pressure, promoting teamwork, and enhancing job satisfaction. This finding is consistent with Kossek (2020), who argued that job-sharing arrangements improve employee commitment by enhancing collaboration and reducing burnout. Similarly, Cohen and Golan (2021) observed that flexible job-sharing opportunities increase employees' affective attachment to the organization by creating supportive work environments. Job sharing contributes to affective commitment by distributing workload effectively and fostering cooperative relationships among employees, which in turn enhances organizational loyalty.

5.2 CONCLUSIONS

The conclusion of a research study synthesizes the findings in relation to the research objectives and hypotheses, highlighting their theoretical and practical implications. In the context of this study, which investigated the influence of flexible work arrangements namely flex time, job sharing, part-time work, compressed work weeks, and shift work on affective commitment among employees in Commercial Banks, Akwa Ibom State, the conclusion draws upon both descriptive and inferential analyses. The study's findings indicate that all five forms of flexible work arrangements are positively perceived and have significant effects on employees' emotional attachment and commitment to their institutions. This aligns with established organizational behavior and human resource management theories, such as Social Exchange Theory (Blau, 1964), which posits that employees reciprocate supportive organizational practices with loyalty, commitment, and enhanced performance. Furthermore, the results underscore the importance of implementing flexible work practices in healthcare settings, where employee well-being, morale, and retention are crucial to maintaining high-quality service delivery.

5.4 Recommendation

1 Commercial Banks in Akwa Ibom State should implement flexible start and end times for employees, allowing staff to manage personal and professional responsibilities without compromising patient care. Introduce core-hour policies while allowing flexibility outside these hours.

2 Commercial Banks in Akwa Ibom State should allow senior or overworked employees to share responsibilities, especially for administrative or managerial roles. Create formal job-sharing agreements with clear communication channels and accountability measures

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