

FLEXIBLE WORK ARRANGEMENT AND EMPLOYEE PERFORMANCE: A REVIEW

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Abstract

Flexible Work Arrangements (FWAs) plays a key role in addressing the realities of today's workplace, society and economy. In line with this reasoning, this study examined the relationship between measures of Flexible Work Arrangements (i.e. telecommuting, flextime, job sharing and compressed workweek) and employee performance. Methodologically, the study adopted a comprehensive synthesis of literature of extant research on FWAs alongside theories, conceptual formulations and empirical findings in providing answers to the research objectives/questions. Findings revealed that three out of the four measures of FWAs used in the study are positively related to employee performance while Compressed Work week relationship with the dependent variable is both positive and negative. It was concluded amongst others, that and business leaders who grant employees greater freedom in choosing their start and end times for their work duties not only get superior performance from these employees but often meet business demands from clients, Job sharing not only permits the sharing of work obligations but also the sharing of broad range of skills and idea. The paper recommended that there should be a fit between the job and the candidate for higher levels of employee productivity to be recorded in telecommuting initiatives, also For flextime to produce the significant results, employers and decision makers should make sure that the times chosen by individual employees is when they are most productive and it should be evidence based derived from analysis of previous work output.

Keywords: Employees, Flexible Work Arrangement, Performance, Organisations.

Introduction

The fourth industrial revolution ushers in rapid changes to the world of work, characterised by a range of new technologies, the Internet of things and cloud computing. This is basically affecting the way work is organised and creates more opportunities for flexible working places. As a result of this recent

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advancement in information and communication technology (ICT) many employees are able to work anytime (flexible working hours) and from anywhere (working from home). Furthermore, national and global economic crises, rising unemployment and increased competition have all contributed to the need for changing working methods. These changes became known as “flexibility concept,” and since the 1970s, people-oriented approaches have become part of business life (Employment and Social Development Canada, 2016; Altindag & Siller 2014).

Flexible Work Arrangements allows employees to alter, on a permanent or temporary basis, their work schedule, the number of hours they work or the location where they do their work, or to take leave from work to meet responsibilities outside of work. Flex work, as it is popularly known, plays a key role in addressing the realities of today’s workplace, society and economy. Much of the increased use of this alternative work schedules is due to societal changes, such as increasing numbers of women in the workforce, dual-career households, and work-leisure time expectations (Baltes, Briggs, Huff, Wright & Neuman, 1999). These changes have increased employee demands for flexibility in their work schedules so that they can better adjust to and master life outside the workplace.

Businesses have created innovative working models to adapt to changing conditions to maintain their competitive advantage and to lead their workforce to better levels of productivity. Today, businesses are expected to treat employees such that they are satisfied with their work and the business they work for. This is because employees have life and commitment outside the workplace. Businesses aim to retain their qualified workforce and to keep pace with changing business practices. Businesses that concentrate on providing employee satisfaction have a competitive advantage, because they have devoted employees. That brings along motivation and productivity, allowing the businesses to make a difference and to be a preferred employer for qualified employees at the same time (Altindag & Siller, 2014).

Flexible Work Arrangements (FWAs) are among the many Work-Life Balance (WLB) initiatives being advanced by many organisations as they seek to enable their employees reconcile their work life and family responsibilities (Giannikis & Mihail, 2011). Work-Life Balance initiatives can also be referred to as family friendly workplace practices. This is because these arrangements allow workers to adjust their working schedules to their family engagements like taking children to school, childcare and even taking care of the aging in society. According to (OECD, 2010), apart from flexible working arrangements, other family-friendly practices include extra-statutory leaves, employer provided childcare and elderly care supports.

The performance of the employees is pivotal to achievement of the objectives of any organisational given the fact that human resources constitute the most prized resources of the organisation. Organisations need highly performing employees not only to meet their goals but also in order to deliver the products

and services they specialise in and ultimately to attain superior advantage over competitors. As employees are the lifeline of any organisation they can make or break the organisation's reputation and can adversely affect profitability (Sendawula, Kimuli, Bananuka & Muganga, 2018). Individual performance affects team and organisational performance. When employee performance is poor, an organisation may not be able to satisfy customers and this will negatively affect its sales, profits and company reputation

There are many factors that influence employees' performance. Some factors arise from the context of the work structure and organisational design while other can come from exogenous sources (Donohoe, 2019). It is imperative for business leaders and employers to not only take into cognizance of those internal factors but also see to it management so that they can impact positively on the productivity levels of its employees. This brings Flexible Work Arrangements to the fore. Flexible Work Arrangements as a strategy for improving the capacity of employees to achieve their non-work goals while at the same time achieving the organisational goals is attracting increased attention among scholars. Previous studies indicate that the way a work is structured could affect the productive levels of employees and work related outcomes (Essien & Edwinah, 2017; Linnoff, Smith & Smith, 2014; Smith, Smith & Brower, 2016). However, a thorough review of these studies shows that either the focal point is on a single measure or on the collective term Flexible Work Arrangements as there is little or no effort to investigate impact the various indicators of FWA have on employee performance. Against this background, this study aim to fill this yearning gap by ascertaining how telecommuting, flextime, job sharing and compressed workweek relates to employee performance. It also aim at reviewing how the key measures of Flexible Work Arrangements such as telecommuting, flextime, job sharing and compressed workweek influence employee performance.

Literature Review

Conceptual Issues

This section concerns a systematic analysis and appraisal of studies, works and documents containing information about the problem under study. In other words, the researcher synthesises relevant literature on the study variables in a bid to achieve the objectives of this research.

Flexible Work Arrangements

Flexible Work Arrangements (FWAs) is the umbrella term used to describe any role that breaks the conventional norm of a rigid 9-to-5, five-day week structure. Flexible Work Arrangements are defined as: 'any policies, practices, formal or informal, which permit people to vary when and where work is carried out' (Maxwell, Rankine, Bell & MacVicar 2006). Gardiner and Tomlinson (2009) Flexible Work Arrangements as a broad concept that includes any work arrangements that digress from standard employment involving fixed daily hours on the employer's premises. Lewis (2003) conceptualised it

essentially as those arrangements of work that allows workers to modify where, when and for how long job-related work is performed. More appropriately, Flexible Work Arrangements allow employees to alter, on a temporary or permanent basis, their work schedule, the number of hours they work or the location where they do their work, or to take leave from work to meet responsibilities outside of work. At its heart, stand individuals with potentially greater freedom over when, where or how to fulfil their particular work roles (Burnford, 2019).

Flexible Work Arrangements play essential role in dealing with the realities of today's workplace, society and economy. A major reality is socio-demographic changes such as increased number of women and employees with families in the workplace, as well as ageing work force. The retirement age of employees has risen and work days/hours have become longer (Beauregard & Henry, 2009). People have to cope with increased role demands and new technology has made it possible to communicate and work wherever and whenever. Managing multiple roles as individuals has become even more difficult (Rothbard, Phillips & Dumas, 2015). More so, the possibility and expectation to work unusual times has created health risks (Greubel et al., 2016). These changes have enhanced the demand of work-life balance. Organisations adopt more flexible work arrangements in order to respond to the needs and expectations of employees, which have increased because of these socio-demographic changes.

For employees, it offers a way to better manage the often-competing demands of paid work and their family and other personal responsibilities outside of work. There are a number of favourable rewards for employees who access FWAs, which includes better mental health and reductions in stress, burnout, turnover and absenteeism and increases in retention, loyalty, job satisfaction, innovation, creativity and productivity (Galinsky, Bond, Sakai, Kim & Giuntoli, 2008). For employers, flex work helps foster productivity as well as inclusive and supportive work environments that attract and retain needed talent (Employment & Social Development Canada, 2016).

Three major factors contribute to the interest in and importance of serious consideration of Flexible Work Arrangement: global competition, renewed interest in personal lives, family values and an aging workforce (Mungania, Waiganjo & Kihoro 2016). However, the challenge has been how employees would adopt good flexible work arrangement practices and the organisations to adopt policies to tackle conflicts that ensue from the interface of family or social pressures and work stress.

Considerations for Implementing Flexible Work Arrangements

Poor implementation of Flexible Work Arrangements can produce counteractive results lowering employee performance and overall business success. From a synthesis of literature on FWAs, organisations must ensure the following before deciding to make Flex work a part of their corporate culture.

- i. Before executing Flexible Work Arrangements, it should be properly planned out and the business system and processes should be carefully reviewed.

- ii. Ensure that candidates are suitable for flex program. Good candidates are self motivated, meet or exceed performance standards, are dependable, work well independently, are well organised, have excellent time management skills, are highly disciplined and results oriented.
- iii. Successful Flexible Work Arrangements must include close and frequent communication between the staff member and the manager.
- iv. Training managers and setting expectations for communications up front will increase chances of success.
- v. To assure that all parties understand the expectations of the arrangement, a written agreement should be developed and mutually decided upon.
- vi. Start with a pilot program with a few key departments. In this instance, employees and manager should work together in good faith to implement the proposal and to work out any problems. All Flexible Work Arrangement should be reviewed and terminated if business needs dictate.

Understanding Telecommuting

Telecommuting is known as telework or working remotely. It is a type of flex work where the employer does not dictate where the employee is located to do work. In its simplest form, employees work from anywhere by using a computer and telecommunication technology, such as Virtual Private Networks to access the employer's systems, video conferencing to join meetings and mobile devices for portability (Bossart, 2016; Miller, 2017). The telecommunication technologies make it possible for employees to do their job duties remotely, away from their central workplace, in accordance with work agreements. The remote work locations may range from a coffee shop, a park, the beach; but, mostly, they are conducted at employees' home (Richard, 2012). According to Gajendran and Harrison (2007), Telecommuting is an alternative work arrangement in which employees perform tasks elsewhere that are normally done in a primary or central workplace, for at least some portion of their work schedule, using electronic media to interact with others inside and outside the organisation. There is a substitution of place involved in telecommuting, and a restriction of interactions occurs because of the physical and psychological distance involved in that substitution. Typically, elsewhere in the definition above is home, although telework centres and remote offices are alternative locations. Apparently this demands the kind of job that can be done from anywhere.

Before implementing telecommuting, adequate planning must be done to accommodate specific policies and procedures, technology selection, training, technical support, cost and budget management, and user satisfaction. Companies must begin by carefully planning and documenting the key phases of the implementation. Richard (2012) suggests key success factors to include;

- i Eligibility- selection criteria and requirements for participation
- ii Technological infrastructure support
- iii Telecommuting worker training and help desk support
- iv Remote worker management and performance evaluations
- v Telecommuting rules and policies

vi Telecommuters agreement and contract

Choudhury, Larson, and Foroughi (2019) postulated that remote work would be the best flexible work option when the job is independent and the employee knows how to do their job well. In like manner, Richard (2012) asserted that telecommuting is not for every employee. A good candidate for telecommuting should be professional, dependable, resourceful, and self-reliant. S/he is a team player, communicates well, and, should have a reasonable amount of knowledge of the technology used in telecommuting.

Understanding Flextime

Flextime allows employees to alter the standard Monday to Friday from 9am to 5pm by customising the start and end time of their days during the work week. Flextime refers to a system where employees must complete a specified number of hours of work every week but with more flexible start and end times. Sometimes, that means a required “core” time when all employees must be present, but other times, it may be completely within the employees’ control (Dzhingarov, 2017). Flextime aim is to ensure office hours are flexed according to the employee’s optimal performance hour rather than remaining fixed (Parkinson, 2019). This can mean early risers coming into work a couple hours earlier in order to finish earlier, whereas people most productive in the afternoon and evenings can start late and finish late.

Under a flextime schedule, employees exercise a decision regarding the time of day they will arrive at and leave from work. The employer creates a band of core time where each employee must be present (normally 9 or 10 a.m. to 2 or 3 p.m.). For example, a flexible work schedule where all employees have to be present from 10 a.m. to 3 p.m. would have 5 core hours. Employees are free to arrive before the core start time and leave after the core finish time, but typically there is a limit as to how early the employees can arrive and how late they can leave (e.g., cannot start before 7 a.m. and cannot stay past 9 p.m.). (Baltes *et al.*, 1999). Flex time do not reduce the number of hours or total effort worked in a given week by an employee. Successful flextime arrangements serve the needs of both individual employees and their department. The focus is on job performance and meeting business demands, including extended hours of operation. A written agreement clarifying both parties’ expectations is required.

Understanding Job Sharing

Job sharing is a situation where a single full time job is shared between two or more employees. In a sense, Job Sharing is a work situation where two or more people are responsible for the duties and responsibilities of one position within an organisation (Branine, 2004). The details can be worked out on an individual basis, but each individual only works a portion of the workweek. Miller (2017) opined that in practice, this result in a similar situation to having part time job, but there are additional benefits for the employer in some cases, such as the ability to have built-in coverage for when one of the individuals is away from work. Before it spread to Europe where is more practiced nowadays job sharing was originally introduced in America in early 1970s for full time jobs which were

usually done on one shift as part time. Teaching and nursing were the first jobs, which were done as job sharing because women who wanted to balance their jobs with their family mostly did them. Both private sector and state sector presented their employees with this alternative (Eick, 2001).

According to Crampton, Douglas, Hodege and Mishra (2003) Participating in job sharing can involve three approaches to the division of responsibility: shared responsibility, divided responsibility, and unrelated responsibility. Shared responsibility results when two employees equally share all of the responsibilities of one full-time position. In this approach, no formally stated division of responsibilities is stated. The partners of the position are interchangeable and are able to pick up where the other person left off. Project or client group illustrates divided responsibility when two employees share one full-time position with a division of responsibilities. Job sharers in this arrangement perform separate tasks and provide backup for each other. In the case of unrelated responsibility, two employees who perform different and unrelated tasks are grouped together for an employee head count. Sharers usually work in the same department, but their duties and responsibilities are not linked, and they do not provide backup for each other.

Understanding Compressed Work week

Grove (1976) defined Compressed Work Week as any arrangement of a work schedule that both reduces the number of days and increases the number of hours worked per day in a given cycle. Under this Flexible Work Arrangements, the workweek is compressed into fewer than 5 days by increasing the number of hours an employee is required to work per day. The most common form of compressed workweek is the 4-day, 40-hr workweek (4/40), in which employees typically work four, 10-hr days (Baltes et al., 1999). Commonly, employees will have either Friday or Monday off, extending their weekend to three days. In more recent years, 3/36, 3/38, and 3/40 schedules have been adopted by some organisations.

Compressed work weeks allow a worker to extend the length of their working day, beyond eight hours, while completing their work week within three or four days, while allowing more than the usual two days off (Cunningham, 1989). In comparison to other Flexible Work Arrangements, Compressed Work Week is more structured given that a set of days/hours is agreed upon making it easier for business and employees to plan work and productivity (Behson, 2017). It is also easier for employees to demand since employers can easily monitor work performance, build it into work calendars and can avoid their overblown fear that “at home work” somehow means, “Slacking off”.

Employee Performance

Employee performance represents one of the most important factors that must be taken into consideration when talking about the growth of an organisation because how well employees perform daily has bearing on the success or failure of the business. Better performing employees at work become more committed to their organisations and ultimately contribute to increased organisational

performance as well as growth of the economy (Mungania et al., 2016). Kotter (2012) posits that employees are better viewed as internal customers of the organisation from a marketing perspective.

In simple terms, employee performance relates to how well workers can conduct their required job duties. It encompasses how workers behave in the workplace and how well they perform job duties obligated to them (Donohoe, 2019). It is also the measurement of how well an employee executes on explicit and implicit standards, goals and priorities. Succinctly put, employee performance is the ability of an employee to achieve a specified task measured against predetermined standards of accuracy, completeness, cost and speed (Sultan, Irum, Ahmed & Mehmood, 2012). For an individual employee, performance may refer to work effectiveness, quality and efficiency at the task level. For example, a salesman may be expected to complete a certain quota of calls to potential leads per hour with a specific portion of those resulting in closed sales. Conversely, a production worker may have performance requirements for product quality and hourly output.

Donohoe (2019) stressed that businesses should monitor universal metrics of employee performance such as quality of work, individual employee goals, effectiveness of training and employee efficiency. Evaluating quality of work and efficiency helps prevent expensive mistakes and reduces wasted time, materials and effort. Evaluating the effectiveness of training and individual employee work goals helps determine if employees are best equipped to perform their jobs and to offer guidance when needed.

Telecommuting and employee performance

According to the survey conducted by Choudhury, Larson, and Foroughi (2019) employees who work remotely indicate that granting greater autonomy can enhance their productivity. In addition, granting employees the ability to work from anywhere could yield some career-extending benefits to both employees and organisations, by encouraging referred senior employees to remain in the productive workforce longer. A sustained rise in the popularity of telecommuting sends messages of positive benefits.

Gajendran and Harrison (2007) in their Meta-analysis study discovered that at the individual level, the benefits of telecommuting such as improved work–life balance, heightened morale, and increased productivity are almost unswervingly claimed and widely advertised to practitioners of it. On the other side, adverse consequences for individuals such as social isolation, career stagnation, and family conflict, were also reported in their investigations.

The ability to telecommute is considered an attraction to job candidates (Richard, 2012). Well-documented actual and perceived benefits are: increased employee productivity, increased quality contact with customers, better work-life balance for employees, reductions in corporate real estate expenses, and reductions in traffic congestion and air pollution. Conversely, organisations implementing telecommuting programs may also face significant challenges. Most frequently cited problems include difficulties in supervising and managing

remote workers, feelings of isolation on the part of the employees, collaboration inefficiencies due to a lack of proximity among workers, and increased security risks. Dutcher (2012), based on a laboratory experiment, indicates that a telecommuting environment may have positive effects on productivity for creative tasks but negative effects on productivity for dull tasks.

Flexitime and employee performance

There is a strong connection between flexitime and employee performance through better time management and enhanced efficiency. According to Parkinson (2019) by taking into account people's individual work styles, preferences and granting them the autonomy to flex their schedules around their most productive working hours, executives empower employees to do their best quality work. For dedicated employees whose personal needs conflict with traditional work hour's flexitime can be a retention strategy. Javitch (2006) emphasises that if employers can offer flexitime, they gain increased productivity and workers satisfaction, along with decreased absenteeism and turnover, which are money savers for organisations. In addition, flexitime helps create a happier, more satisfying workplace, too. Because employees are often so glad that their employers are willing to allow for a work-life time adjustment, they tend to work harder and in a more dedicated fashion to re-balance their lives. Giving employees flexitime encourages more creativity. This is the result of various interviews conduct by Dial pad Incorporated with organisations that offer flexitime in their workplace (Dzhingaror, 2017). The variation in hours allows people to find work more stimulating and memorable, giving them different experiences and allowing them to see and address problems in new ways. That outside-the box thinking leads to new, better ideas and more creative solutions to existing issues.

Job Sharing and employee performance

In today's work force, many workers suffer from work overload, which can result in burnout. This is especially common with women who have stressful positions at work and a family to care for at home. Job sharing is one solution for women or men who have to juggle the roles of "the executive" and the "family provider." It has been found that job sharing arrangements also may protect workers from burnout while maintaining productivity. Another advantage comes with lower absenteeism levels, which can often delay important projects in which the absent person is participating. According to a survey of 131 organisations job sharing as a flexible option has significant benefits, such as a broader range of skills brought to the job by the two job incumbents.

The survey also discovered that compatibility of job share partners, strong communication skills, trust between job sharers and managers, and dependability are the most important qualities of good job share situations. Some also feel that two people are better than one in decision-making and the quality of the work performed. By having more than one individual participate in work tasks, errors and problems are more likely to be identified (Crampton et al., 2003). Furthermore, many organisations have found that employees who job share are appreciative for the job opportunity and, therefore, work harder. Job sharing

often results in improved performance appraisals, more participation, and volunteerism from those employees who take advantage of the flexible scheduling and benefits of job sharing. By and large, to ensure optimal productivity, the tasks, roles and responsibilities need to be closely coordinated (Javitch, 2006).

Compressed Work weeks and employee performance

Research has indicated that worker attendance increases with the use of compressed workweeks. In 1989 Cunningham found that in a comparison of ten-hour work shifts and standard 8-hour work shifts, attendance in the 8-hour workday decreased by 33% whereas in the experimental group (the group working 4-ten hour shifts) overtime was cut by 50%. This shows a significant gap in attendance, where an agency can save money in payroll and operational costs by implementing compressed work schedules.

Compressed Work Week makes long weekends possible, which usually translate to more relaxed family time, more productive leisure and errand time without the hassles of crowd. Behson (2017) reported that beneficiaries of Compressed Work Week bother less about outside work commitment since they know that the long weekends afforded them give many opportunities to address these issues. This in turn, scale up their productivity levels at work during the week. For many, a Compressed Work Week creates a sense of empowerment because employees feel their company trusts them to make work a priority, which can translate to productivity. It can also lead to retention since it might be challenging Compressed Work Week employee to find another job with the same benefit (Donnell, 2018). Furthermore, employee satisfaction is likely to rise, as well-netting engagement and ownership of work being performed. Grove (1976) assessed both the positive and negative impact of Compressed Work Week on employee work and home lives.

Findings showed that fatigue was considered a serious problem owing to the difference between the compressed schedule and previous schedule. On the positive side, work attitude improved, absenteeism and turnover rates also improved, at least in the short run, in most firms where there had been problem before conversion.

Theoretical Review

The Work/Family border theory and Theory Y provide the lens for exploring this study as the relationships among study variables are examined. The two theories also provide support and theoretical anchor for explaining and reinforcing the findings of the study.

Work/family border theory

The work/family border theory was propounded by Sue Campbell Clark in 2000. Clark opines that each person's role takes place within a specific domain of life, and these domains are separated by borders that may be bodily, temporal, or emotional. The theory addresses the issue of "crossing borders" between domains of life, especially the domains of home and work (Clark, 2000). It addresses how domain integration and segmentation, border creation and

management, border-crosser participation, and relationships between border-crossers and others at work and home influence work/family life balance.

According to the theory, the flexibility and limit to switch over the boundaries between people's work and family lives will affect the level of integration, and determines the ease of transitions between the two spheres, and the level of conflict between these domains are closely related. Boundaries that are flexible facilitate integration between work and home domains. When domains are relatively integrated, mutual transition is easier, but that may lead to work family conflict. Conversely, when these domains are segmented, transition is more effortful, but work family conflict is less likely (Kumar & Janakiram, 2017). The work/family border theory is a sound theoretical underpin for this study in that the constructs of Flexible Work Arrangements adopted in this study are aspects of the work domain that interplay with aspects of employees' personal life such as family, health and leisure. Specifically, the theory postulations that the harmonious and holistic integration of work and non-work life result in beneficial and rewarding outcomes which in this case relates to higher levels of employee performance.

Component theory

This theory gives a direct formative latent construct (Edwards & Bagozzi, 2000), which means that flexible work arrangement consists of multiple facts that precede balance and give meaning (Grzywacz & Carlson, 2007). According to Greenhaus et al., (2003), flexible work arrangement which entails of time, involvement and satisfaction balance. The benefit of component approach over the overall appraisals approach to flexible work arrangement is that one can use practically based measures of balance that tap into the different aspects of flexible work arrangement.

Empirical Review

Without a cursory inspection of similar works on organisational creativity and its constructs to provide empirical evidence, it may be difficult to have a good grasp of the subject matter. Hence, this section highlights such research that will serve as empirical anchor to this study. Mungania, Waiganjo and Kihoro (2016) researched on the influence of Flexible Work Arrangements on the organisational performance of Banks in Kenya using a cross sectional survey research design. Questionnaire was used to gather data from a target population of 3,607 bankers of 43 banks used in the study. The empirical findings of the study suggest that flexible work arrangements influenced organisational performance of banks in Kenya positively. When banking industry in Kenya allows employees to have flexible work schedules as long as they meet the expected targets such as encouraging flextime, job sharing and flexible career paths then organisational performance is increased. Similarly, Hashim, Ullah and Khan (2017) studied the effect of time flexibility on employee performance of teaching faculty in government colleges of management sciences in Peshawar, Pakistan. They adopted a quantitative research methodology-using questionnaire for data collection. The Pearson correlation was used in study validity and reliability of

the data were checked through SPSS. The result showed that there was significant relationship between the variables, the Pearson correlation was used in study.

When asked if they believed that flexible work arrangements would increase employee productivity, only 26% of employers answered 'yes, definitely', while a fifth answered 'not at all' (20%). Small and medium sized organisations were most likely to be sceptical about flexible work arrangements driving productivity (28% and 29%). Conversely, only 15% of public sector employers believed that flexible work arrangements did not drive productivity at all. This contrasts with the results of the employee survey, where the vast majority of professionals (61%) asserted that flexible work arrangements would definitely increase their overall productivity. Only 10% of employees believed that flexible work arrangements would not increase productivity. Encouragingly, the majority of employers and professionals agreed that flexible work arrangements could increase both employee loyalty and advocacy towards the organisation (64% for employers; 56% for professionals) and employee commitment to the job (52% for employers; 63% for professionals).

Gholipour et al., (2010) using both qualitative and quantitative research methods evaluated the attitudes of female entrepreneurs towards the feasibility of job sharing as a mechanism to balance work life schedules. Interviews and questionnaires were used to generate data from 237 participants based in Tehran, Iran. The approach used in analysing qualitative data was Theme analysis. The results of quantitative research show that they have a positive attitude towards job sharing but we have to notice that job sharing does not lead in weakening the bargaining ability of female entrepreneurs.

Providing empirical imprint from Nigeria, Omotayo, Abiodun and Fadugba (2012) investigated the perception of Nigerian executives on the impact of flextime on organisational performance. Effort is made to explore the attitudinal disposition of employees towards flextime and how gender affects employee satisfaction with flextime was explored. The study, based on administered questionnaires as the main medium for data collection from managers in private sector of the Nigerian economy, utilises correlations and multi-variate regression analysis to determine variables that significantly contribute to manager's satisfaction with flexible work arrangement. The study finds that marital status and gender exert significant negative impact on level of satisfaction with flextime. In addition, gender, marital status and motivation capabilities of flextime were found to be a significant determinant of satisfaction with flextime. Therefore, given the cultural context of the study it does appear that organisations might find it profitable to adopt a flextime policy so as to relieve their employees some family or domestic burden with the attendant motivation benefit that increases employee performances.

Finally, Mwebi and Kadaga (2015) examined the effects of flextime work arrangement on employee performance in Nairobi central business district commercial banks where this arrangement is popular given the demanding nature of the banks in this area adopting a descriptive survey design. The target

population was all the 1074 Nairobi CBD commercial banks employees where proportionate stratified sampling method was used to get a sample of 291 respondents from different strata (management, supervisory, clerical and secretarial as well as the support staff). These were issued with questionnaires, which served as the research tool. Descriptive statistics was used to summarise the data via SPSS and further analysis was done by inferential statistics where correlation analysis was employed in finding the relationship between the variables. The findings revealed that Flextime work arrangement is positively related to employee performance $r = .344$ $p < .005$.

Findings and Discussion

Review of extant literature shows that Telecommuting impact strongly on employee performance with the positives relationship between the two outweighing the negatives. This outcome is supported by Gajendran and Harrison (2007) discovery that at the individual level, telecommuting led to improved work-life balance, heightened morale, and increased productivity among beneficiaries of it at the workplace. On the other side, adverse consequences for individuals such as social isolation, career stagnation, and family conflict, were also reported in their investigations. Further support comes from Dutcher (2012) laboratory experiment, which indicates that a telecommuting environment may have positive effects on productivity for creative tasks but negative effects on productivity for dull tasks.

Findings from the study reveal flextime is positively related to higher levels of employee productivity. This is in consonance with Parkinson (2019) assertion that by taking into account people's individual work styles, preferences and granting them the autonomy to flex their schedules around their most productive working hours, executives empower employees to do their best quality work. Buttress further by Javitch (2006) findings that employers who offer flextime, gain increased productivity and workers satisfaction, along with decreased absenteeism and turnover, which are money savers for their organisations.

Extant literature review also shows that Job sharing is positively related to employee performance. Crampton et al. (2003) statement that by having more than one individual participate in work tasks, errors and problems are more likely to be identified resulting in greater performance provides support for the relationship between the two variables. Furthermore, many organisations have found that employees who job share are appreciative for the job opportunity and, therefore, work harder. Job sharing often results in improved performance appraisals, more participation, and volunteerism from those employees who take advantage of the flexible scheduling and benefits of job sharing.

Extant literature reviewed showed that compressed workweek relationship with employee performance could be positive or negative. Theoretical support is provided by Behson (2017) report that beneficiaries of Compressed Work Week bother less about outside work commitment since they

know that the long weekends afforded them give ample opportunity to address these issues. This in turn, scale up their productivity levels at work during the week. On the negative side, support is also provided by Grove (1976) study findings that fatigue is often reported as a serious problem owing to the difference between the compressed schedule and previous schedule.

Conclusions

For higher levels of employee productivity to be recorded in telecommuting initiatives, the job and the candidates should be suitable for the program. In addition, the communication and technology infrastructures to enable its efficient implementation must also be operation. Otherwise, the initiative may yield little or no result. Organisations and business leaders who grant employees greater freedom in choosing their start and end times for their work duties not only get superior performance from these employees but often meet business demands from clients.

Job sharing not only permits the sharing of work obligations but also the sharing of broad range of skills and ideas. This is because the individuals though they may have the same training and background, often will be at different level of expertise. Organisations reap significant benefits from compressed work week arrangement by way of improved employee performance at the latter stages of the initiatives when the initial fatigue of switching over would have fizzle out.

Recommendations

- i. Given the fact that to achieve exceptional level of performance from employees requires appropriate innovative working models practical suggestions are given for the implementation of the findings of this research.
- ii. Telecommuting should be adopted only for experienced and professional employees that are self-motivated with strong work ethics. Furthermore, after providing the gadgets for communications effort should be made to inspect the telecommuter home work area to ensure the ideal place is a separate room in the house to avoid any distractions (i.e. chores, people) and it should be safe and secure.
- iii. For flextime to produce the significant results, employers and decision makers should make sure that the times chosen by individual employees is when they are most productive and it should be evidence based derived from analysis of previous work output.
- iv. Management should ensure that the selected job sharers are not on the same level of expertise so that area where one job sharer is deficient in will be the other area of strength and vice versa. In this regard, competency transfer and learning is guaranteed.
- v. Finally, Conscious effort should be made by the management to select the right type of compressed work week for the employees through a pilot program. Additionally, they should provide them with at least to breaks on

workdays, probably for lunch and mind refreshing activates in order to address stress associated with it.

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