Flexible Work Arrangement and Employee Performance of Deposit Money Banks in Port Harcourt, Nigeria

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ABSTRACT
This study investigated the relationship between work-life balance and employee performance of twenty-one (21) Deposit Money Banks with Regional Headquarters in Port-Harcourt, Rivers State. The study was designed as a quasi-experimental research to assess or examine the extent to which flexible work arrangement as a dimension of work-life balance influence the measures of employee performance (excellent service delivery, efficiency & effectiveness). Data was generated from (367) three hundred and sixty seven employees of Regional Headquarters of Deposit Money Banks in Port-Harcourt, Rivers State while the Taro Yamane's formula was used to determine the sample size of (191) and the Bowley formula was used to determine the optimum sample size distribution via simple random sampling techniques. Data were presented using descriptive statistics in form of frequencies, central tendencies and measures of dispersion. The hypotheses were tested using Spearman’s Rank Order Correlation Co-efficient aided with Statistical Package for Social Science version 23.0. The test for hypotheses revealed that there is a significant relationship between flexible work arrangement as a dimension of work-life balance and the measures of employee performance. Consequently, all the null hypotheses are rejected as the evidence indicates significant levels of relationship in all instances. The findings indicate that flexible work arrangement significantly enhances employee’s performance outcomes such as excellent service delivery, efficiency and effectiveness. Hence, this study recommends that management of these banks should ensure that they create flexible work schedules for their employees as it is recognized to have positive contributions to employee performance.

Keywords: Flexible Work Arrangement, Excellent Service Delivery, Effectiveness, Efficiency and Employee performance.

INTRODUCTION
Employees are the most valuable resource to any organization and it is important that they perform optimally. It translates into good service delivery and interaction which affect every area of the firm. To achieve this, firms need to make policies that will encourage employee performance. The demand of an organization’s service depends on the level of quality service received by the customers. For a history competitive, service industry like the deposit money bank, business success is dependent almost entirely on their employee’s performance. According to Mathias and Jackson (2009) performance is associated with the quality of output, timeliness of output, presence and attendance on the job, and efficiency and the effectiveness of work completed. Further, Performance is visualized as the record of outcomes produced by a specified job function or activity during a specified time period (Bernard & Russell, 1998). Employee performance is a focal point in any establishment and every organization should put in place policies geared towards increasing the employee performance. For organizations to remain competitive they should be able to improve their employee performance and monitor it. In a situation where this does not occur, they are liable to face several challenges which stands as a set back to the organization in the sector where they belong.
Work-life balance is a very important phenomenon that is critical for improving employee performance in both private and public sector or organization. It goes beyond prioritizing the work role and one’s personal life. It also affects the social, psychological, economical and mental well-being of the individual. All these are been reflected in the output of the individual, which affects his or her performance in the work place in the long run. Work-life balance has implication on employee attitudes, behaviours, wellbeing as well as organizational effectiveness (Casper & Buffardi, 2004). The competition for market leadership in the banking sector, lead bank managers to give their employees excessive work load in order to meet with their target. Employees try their best to be retained in the organization by putting in more time at work which may be at the detriment of their personal life. All these may affect the upbringing of their children, lead to broken and unhappy homes and poor social life. The significance or benefit of work-family balance, whether implicit or explicit, to the organizations and employees cannot be ignored.

This study examined the relationship between flexible work arrangement and employee performance in deposit money banks in Port Harcourt.

This study was also guided by the following Research questions
1. How does flexible work arrangement influence excellent service delivery of Deposit Money Banks in Port-Harcourt, Rivers State?
2. How does flexible work arrangement influence effectiveness of Deposit Money Banks in Port-Harcourt, Rivers State?
3. How does flexible work arrangement influence efficiency of Deposit Money Banks in Port-Harcourt, Rivers State?

Conceptual framework

Figure 1.1: Conceptual Framework of Flexible Work Arrangement and Employee performance.

LITERATURE REVIEW

Theoretical Foundation

The theoretical framework was drawn from or anchored on spillover theory (Guest, 2002). It postulates the conditions under which spillover between the work micro system and the family micro system occurs. It can either be positive or negative. If work-family interactions are rigidly structured in time and space, then spill over in terms of time, energy and behavior is negative. When flexibility occurs which enable individuals to
integrate and overlap work and family responsibilities in time and space it leads to positive spillover which is instrumental in achieving healthy Work- life balance. According to Guest (2002), the determinants of work -life balance are located in the work and home contexts. Contextual determinants include demands of work, culture of work, demands of home and culture of home. Individual determinants include work orientation (i.e. the extent to which work (or home) is a central life interest), personality, energy, personal control and coping, gender and age, life and career stage. The variables of the study are under the contextual determinants, which are leave policy and service delivery. The leave policy is the culture of work, while the service delivery is the demand of work. The nature of Work - life balance was defined both objectively and subjectively. From the explanation given by Guest, it is clear that spillover theory is relevant to work-life balance and employee performance in an organization.

Flexible Work Arrangement
Flexible work schedules refer to practices that allow individuals to decide and manage their work schedules (Maxwell, Rankine, Bell & MacVicar, 2007). On the other hand, Gardiner and Tomlinson (2009) observe with regards to hours of work that flexible work schedule means that employee are allowed to have some control over their job and can decide on the timing as well as the place where the job should be done (Lambert, Marter, & Gueutal, 2008). Flexible work practices are perceived by organizations as a strategy for recruiting and retaining high quality staff (Cole, 2006). This has been a major basis for achieving a competitive advantage given the unique contributions of the highly satisfied and committed workforce (Nadeem & Henry, 2003).

Employee Performance
Employee performance describes the behaviours and actions that are displayed by the employees which contribute to an organization’s goal. Consequently, Campbell, Gasser, & Oswald(1996) postulates that job performance exists as a result of the perception of workers who consider their job as fundamental to the attainment of organizational goals. Afaq and Raja (2016) corroborates that employee performance is extremely influenced by training and development and hence it is imperative that employees and management focus more on personnel training in order to increase the level of skilled workers, and in return these workers can give their best to the organization. Inuwa (2016) believes that employee performance is instrumental to organizational growth and profitability and management’s ability to comprehend staff’s satisfaction and its connection to schedules and daily responsibility will impact greatly on staff performance. According to Rasiq & Maulabakhsh (2015), workers should strive to achieve the performance standard put in place by the organization to ensure quality of work on their part. However, employees need a conducive environment that enables them to work, an environment void of problems that may deter them from performing or achieving to their full potential if they are to meet organizational goals.

Excellent Service Delivery
Service quality is defined as a comparison of customer expectations with service performance. The organizations with high service quality meet the customer needs and also remain most economical in terms of competition as improved service quality also makes the firm more competitive. High service quality is achieved by knowing operational process through identifying problems in service and defining measures for service performances and outcomes as well as level of customer satisfaction. (Preko, AgbamU&Feglo, 2014)Delivering services of high quality is an important pursuit for service providers that seek to create and provide value to their customers (Grönroos&Ravald, 2011). Through the provision of high levels of service quality, companies can achieve increased customer satisfaction, loyalty and therefore long-term profitability (Zeithaml & Bitner, 2000). In order to provide high levels of service quality and therefore create value for their customers, service organizations need to plan the delivery of their services and to ensure the successful implementation of the plans (Parasuraman, Berry & Zeithaml, 1988).

Effectiveness
Goal oriented companies are concerned with output, sales, quality, creation of value added, innovation and cost reduction. Effectiveness is the evidence that reveals the extent to which a business achieves its goals or the way outputs interact with the economic and social environment. Usually, effectiveness predicts the policy objectives of the organization or the degree to which an organization realizes its own goals (Zheng, 2010). Meyer andHerscovitch (2001) analyzed organizational effectiveness through organizational commitment.
Commitment in the workplace may take various forms, such as relationship between leader and staff personal affiliation with the organization, involvement in the decision making process and psychological attachment felt by an individual.

When managers achieve their organization’s goal, we say they are effective. Effectiveness is often described as “doing the right things” – that is, those work activities that will help the organization reach its goals.

Whereas efficiency is concerned with the means of getting things done, effectiveness is concerned with ends or attainment of organizational goal (Gabriel, 2012).

**Efficiency**

Efficiency is the positive evidence that results from the relationship between input and outputs or how successfully the inputs have been transformed into outputs (Low, 2000). Excellent organizational efficiency can set a platform for growth in institution’s performance in terms of management, productivity, quality and profitability, Afaqand Raja (2016) in their study posited that the gap between knowledge and skills possessed by the employees and the skills required to perform efficiently, should be narrowed down by creating awareness among employees as well as among managers regarding benefits of training and development. Efficiency is a vital part of management; it is the relationship between inputs and outputs. If you get more output from lesser inputs, it means there is increased efficiency. Efficiency can otherwise be referred to as “doing things right” – that is not wasting resources. However, being efficient is usually not enough, management is also concerned with completing activities so that organizational goals are attained; that is why management is concerned with effectiveness (Gabriel, 2012).

**The Relationship between Flexible Work Arrangement and Employee performance**

A number of studies have been carried out that is related to work-life balance and employee performance. The study conducted by Vishwa, Chandra, Jaggi, Bijay, Charanjeet, Avadhesh and Diwinder (2015), investigated work-life balance policies and its impact on employee’s job satisfaction and performance. The findings of that study emphasized that each of the work-life balance policies on its own is a predictor of job satisfaction and performance. Similarly, a study conducted by Fapohunda (2014), investigated the exploration of the effect of work-life balance on productivity. The aim of that study was to explore the connection between work-life balance and organization productivity and whether work-life balance practice possibly decreases employee turnover and absenteeism. The finding of the result was that there is a positive relationship between work-life balance practice and employee turnover. Also, a study that was carried out by Kamau, Muleke, Makaya, and Wagoki (2013), investigated work-life balance practices on employee job performance at Eco bank in Kenya. The research was conducted to determine the influence of work-life balance on employee performance in an organization and the findings also agreed with others.

The foregoing argument gave rise to the following hypotheses

**Ho:** There is no significant relationship between flexible work arrangement and excellent service delivery of Deposit Money Banks in Port-Harcourt, Rivers State.

**Ho:** There is no significant relationship between flexible work arrangement and effectiveness of Deposit Money Banks in Port-Harcourt, Rivers State.

**Ho:** There is no significant relationship between flexible work arrangement and efficiency of Deposit Money Banks in Port-Harcourt, Rivers State.

**METHODOLOGY**

The study adopted a quasi-experimental research design and cross-sectional survey in terms of data generation or collection. The population of this study was drawn from twenty – one (21) deposit money banks with Regional Headquarters in Port-Harcourt, Rivers State. The population figure of three hundred and sixty seven (367) of this study was obtained from the various Regional Human Resource Managers of the study banks. The target population of this study constitutes the following units; Customer Care, Customer Relations, Teller/Accounts, Fund Transfer, and Support staff excluding the contract staff of the banks. The Taro Yamane (1973) was used to determine the sample size of 191. The structured questionnaire which is the primary source of data was used to obtain relevant information from the employees. The reliability test for the instrument was done using the Cronbach Alpha co-efficient and all the items were greater than 0.7 as in table...
The researcher made use of the Spearman Rank Order Correlation coefficient to determine the strength and direction of relationship between the study variables.

<table>
<thead>
<tr>
<th>S/No</th>
<th>Dimensions/Measures of the study variable</th>
<th>Number of items</th>
<th>Number of cases</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Flexible Work Arrangement</td>
<td>3</td>
<td>153</td>
<td>0.810</td>
</tr>
<tr>
<td>2</td>
<td>Excellent Service Delivery</td>
<td>3</td>
<td>153</td>
<td>0.782</td>
</tr>
<tr>
<td>3</td>
<td>Effectiveness</td>
<td>3</td>
<td>153</td>
<td>0.806</td>
</tr>
<tr>
<td>4</td>
<td>Efficiency</td>
<td>3</td>
<td>153</td>
<td>0.821</td>
</tr>
</tbody>
</table>

Source: Research data output, 2019

DATA ANALYSIS AND RESULTS

The hypotheses were tested using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests cover hypotheses HO1 to HO3 which were bivariate and all stated in the null form. We have relied on the Spearman Rank (rho) statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at (p>0.05) or rejecting the null hypotheses at (p<0.05).

<table>
<thead>
<tr>
<th>Spearman's rho</th>
<th>Flexible Work Arrangement</th>
<th>Excellent Service Delivery</th>
<th>Effectiveness</th>
<th>Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible Work Arrangement</td>
<td>Correlation Coefficient Sig. (2-tailed)</td>
<td>1.000</td>
<td>.809**</td>
<td>.748**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>N</td>
<td>153</td>
<td>153</td>
<td>153</td>
</tr>
<tr>
<td>Excellent Service Delivery</td>
<td>Correlation Coefficient Sig. (2-tailed)</td>
<td>.809**</td>
<td>1.000</td>
<td>.882**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>N</td>
<td>153</td>
<td>153</td>
<td>153</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>Correlation Coefficient Sig. (2-tailed)</td>
<td>.748**</td>
<td>.882**</td>
<td>1.000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>N</td>
<td>153</td>
<td>153</td>
<td>153</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Correlation Coefficient Sig. (2-tailed)</td>
<td>.827**</td>
<td>.761**</td>
<td>.771**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>N</td>
<td>153</td>
<td>153</td>
<td>153</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data, 2019 (SPSS output version 23.0)

H01: There is no significant relationship between Flexible Work Arrangement and Excellent Service Delivery.

From the result in the table above, the correlations coefficient (rho) shows that there is a significant and positive relationship between flexible work arrangement and excellent service delivery. The rho value 0.809 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high
correlation indicating a strong relationship. The correlation coefficient (r) shows that there is a significant and positive relationship between flexible work arrangement and excellent service delivery. 

**H02. There is no significant relationship between Flexible work Arrangement and Effectiveness**  
From the result in the table above, shows the correlation coefficient. The rho value 0.748 indicates there is a relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. The correlation coefficient (r) shows that there is a significant and positive relationship between flexible work arrangement and effectiveness. 

**H03. There is no significant relationship between Flexible Work Arrangement and Efficiency.**  
From the result in the table above, shows the correlation coefficient. The rho value 0.827 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. It shows that there is a relationship between flexible work arrangement and Efficiency of deposit money bank in Port-Harcourt, Nigeria.

**DISCUSSION OF FINDINGS**  
This study investigated the relationship between flexible work arrangement and employee performance of Deposit Money Banks in Port-Harcourt, Rivers State. The findings revealed that a significant relationship exist between flexible work arrangement and employee performance using the Spearman’s rank order correlation coefficient tool and at a 95% confidence interval. The findings of this study confirmed that flexible work arrangement has an influence on employee performance. This assertion is corroborated by the findings of Mendis and Weerakkody (2017), which shows that here is a strong positive relationship between work-life balance and employee performance in an organization. This finding agrees with previous findings according to Morgan (2009) who stated that studies supporting the benefits of flexible work schedules recognize the positive although indirect contribution of these practices to organizational profit.

**CONCLUSION AND RECOMMENDATION**  
Due to increased competition, improvement in technology and intangibility of services, it is a continuous battle to retain employees and get committed. Therefore, deposit money banks have to continuously improve employee satisfaction programmes and that the flexible work arrangement influences all the measures of employee performance. The study recommends that management of deposit money banks should ensure they create flexible work schedules for their employees as it is recognized to have positive although indirect contribution of these practices to organizational profit. Management of deposit money banks should ensure to create family friendly policies as it create flexible work conditions and enable employees especially women to perform better on both domestic and work fronts.

**REFERENCES**  


