

Research paper

Evaluation of Commitment in Hospitals Management Board through Flexible Work Practices in Nigeria

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ABSTRACT: The study investigated the effect of flexible work arrangement on organizational commitment using employees in hospital management board in Abraka, Delta State. For proper examination, the study considered work shift, off-time/flextime/rest period, long & short-term leave which are the components of flexible work as the independent variables and their influence on organizational commitment which is the dependent variable. The survey was descriptive in nature, it used questionnaires as its sole instrument for data collection. The study was guided by four research questions and four hypotheses which were formulated by the researcher in line with the objectives of the study. The 25-item questionnaire was used to obtain data from the 50 health workers in the organization. Descriptive statistics were applied for the research question and the inferential statistic of Pearson Product Momentum correlation with aid of SPSS was used test the hypotheses. Based on the analysis, the findings of the study revealed that flexible work arrangement has significant effect on organizational commitment, Significant relationship existing between working shifts/job sharing as a flexible work practice and organizational commitment, significant positive relationship existing between off-time/flextime/rest as a flexible work practice and organizational commitment and a positive relationship between exist between long & short term leave as flexible work schedule and organizational commitment. Based on literatures revealed and the findings of this study, it was concluded that flexible workplace arrangement practice is a favorable and good practice for health organization/hospital and any organization that want win the employees commitment and thus, recommended among others that, organizations especially in the hospital or health sector should inculcate more flexible work arrangement to enable staff have time for their family life. This will make them more committed.

Keywords: Commitment, HMB, flexible work practices, long and short term

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INTRODUCTION

Every business organization that produces one product or the order, that renders one service or the order to satisfy human wants and makes profit for itself must use some or all these key factors of production which are Land, Labour, Capital, and entrepreneur as its resources. The land represents the free gift of nature like trees, rock, land mass etc, the capital represents the humanly made objects that is used to facilitate activities while the labour, and entrepreneur are the humans, natural beings created by nature, unlike the land and capitals that moves with external supports, the humans can without support, hence, they are grouped as labour, and entrepreneur

among the factors of productions. The major characteristics of the Labour and entrepreneurs as humans is that they use blood flowing in them with which they function, they reproduce and cater for their offsprings and siblings as families, they have emotions/feelings, they have sense of reasoning and initiatives, hence, they constitute the workforce or employees or workers of any business organization. They play the role of either manager, supervisor, or ordinary floor employee but they contribute their talents, skills as well as physical and mental capability to the production process in the organization they work for. They are thus

regarded as key asset of the organization. The term flexible literally denotes the state of not being too rigid, and uneasy to amend. The Oxford dictionary described flexible as something that is easily modified to respond to altered circumstances, ready and able to change to adapt to different circumstances (Oxford 2020). By this, flexible work situation can be said to be a work situation which is not too rigid, which is modifiable to suit some circumstances that may arise. In the context of balancing work hours with workers well-being family, and personal life, Subramaniam et al., (2015) described workplace flexibility as adaptability to dynamic environments or the ability to reconfigure resources to respond environmental dynamics. A flexible work arrangement as described by Choo et al. (2016) is that which provides employees the choice and control regarding when, where and how to work and how much time to spend in performing tasks and duties at workplace. Atkinson cited in Madiha and Khurram (2018) described it as work arrangement that gives the employees opportunity to have their discretion regarding what, when where and how to work.

Organizations implement workplace flexibility via different methods and tactics such as part time, overtime, job sharing, flextime, long term leaves, shift work and flexible working hours to meet employer and employee needs and it was mentioned that an organization which values its employees and recognizes the importance of work life balance stands to win in terms of staff morale and commitment (Madiha and Khurram 2018). The term commitment literally denotes the act of being devoted, dedicated and a strong emotional attachment to something. One that is committed to something shows love, enthusiasm and can go the extra mile for that thing. According to Melanie et al. (2013) commitment stands for sticking with, not giving up even if it gets tough, doing that thing regardless of the reasons that tells you not. To the author, commitment is loyalty, commitment is reliability, commitment is devotedness and commitment is not quitting when it is getting boring, challenging, or discouraging (Melanie et al., 2013). However, because the business environment of the 21st century is so competitive and all organizations are struggling to survive and have competitive edge over others, business organization owners seek ways to retain mentally and physically talented employees/work force/ personnel and find the best way to get them committed to the business, culture, and duties of the organization. And one of the suggested ways in this modern age where everyone wants some level of freedom is flexible work arrangement which try to balance work with employee personal life.

It has been said by scholars that flexible work schedule has influence on commitment. According to Mojtaba et al. (2014) organizational commitment is important because high levels of commitment may easily lead to various favorable organizational outcomes. Flexible work arrangements as argued Liechty et al.(2013) are of benefit to both employees and employers and they also

further described it is highly valued by aged parents, whose children work under flexible working arrangements (Liechty, Masuda & Nicklin, 2013). Based on the emphasis laid by authors on the importance of flexible work arrangement and its impact on employees, employers as well as the organization, this study is out to examine the effect of flexible work arrangement on organizational commitment.

The problem

From observation, the modern work force is being bedeviled with a radical change in gender as more women joining the workforce and even expressing desire for a job with high responsibility and as a result, most of the families had to learn to balance work and family responsibilities This is commonly seen in the health sector mostly in the hospital setting that is full of more female worker than male.

The hospital is an essential service to the nation and humanity, it is open day and night 24/7(i.e 24 hours of the seven days), you hardly go to the hospital and not see at least a patient who needs medical attention sometimes it is even middle of the night. This is to say, the healthcare workers need and are always on duty day and night. Come to think of it, don't these health workers get tired, don't they have their personal lives like families to attend to? And if they get tired, can they perform at maximum to achieve organizational objectives, if the work situation is so rigid and tight; will they still be committed and devoted? Due to this common scenario in most organizations, flexible work arrangements have been suggested as a practice around the globe to reduce work-life conflict and some organizations has been observed to offer flexible work arrangements with the goal of facilitating positive outcomes for both organizations and employees. It was noted in Ivanauskaite (2015) that the Families and Work Institute in the USA reported that the number of employers offering flexible work arrangements to employees grew from 68% in 1998 to 81% in 2014, similar tendency is noted in Europe as the European Commission review showed that over 60% of employees have access to flexible working schedules. Also, it was observed that flexible work arrangements have become a matter of interest to scholars and a number of researches concerning outcomes of flexible work arrangements have been conducted and provided strong evidence that usage of flexible work arrangements leads to job satisfaction, enhanced group dynamics, higher performance, higher organizational citizenship behaviors, and lower intent to leave the organization (Ivanauskaite, 2015). But very scanty about effect of flexible work on organizational commitment, and among them, none was carried out in Abraka. Hence the questions; does it mean that organizations in Akra, Delta state do not practice flexible work arrangement? How relevant is flexible work arrangement to employees, what impact does flexible

working arrangement have on organizational commitment?

Objectives

1. examine the ways off-time/flextime/rest period as flexible working schedule impact on organizational commitment.
2. examine the effect of long & short term leave on employee organizational commitment.

Hypotheses

H₀₁. There is no significant relationship between off time/flextime/rest period and organizational commitment

H₀₂. There is no significant relationship between long & short term leave and organizational commitment

Literature review

Concept of work flexibility and flexible work arrangement

Scholars in their knowledge have tried to define the term differently. Workplace flexibility is referred to by Hastwell (2022) as the act of providing the conditions for employees to thrive. According to the author, workplace flexibility is based on the idea that workers can be productive no matter when or where they perform their work. Instead of enforcing a rigid workplace environment or schedule, workplace flexibility acknowledges individual needs and supports better work-life balance and employee well-being (Hastwell 2022). Scholars like Hameed and Waheed, (2011), referred to flexibility of work as work options that permit flexibility in terms of 'where' work is completed (often referred to as telecommuting or flexplace) and/or 'when' work is completed. This they said is often referred to as flextime or scheduling flexibility.

Kossek and Thompson, (2015) saw work flexibility as a workplace arrangement, practice or prevailing job characteristic in which employees have some degree of choice to control job flexibility over when, where, or how they conduct their work for work-life reasons (Kossek, and Thompson, 2015). Flexible working arrangements according to Bijsterveldt (2015) are characterized by three working principles namely, contractual flexibility regarding employment contracts, spatial flexibility which includes employer or worker control and choice regarding the location of their work and temporal flexibility which employer and worker choice regarding the working hours. Costa as cited in Bijsterveldt (2015) noted that flexible work arrangements can be viewed from two angles 'the employers angle and the employees angle'. According to the author, employers of labours desire workers/employees to easily adapt themselves to

changes in production and service systems due to market demands and technological and organizational changes, this is seen as company-oriented flexibility. According to the author's observation, employees and workers view flexible working arrangements to achieve a better balance between their work and personal life. They see it to reduce work-related constraints and gain more control over their work. This individual-oriented flexibility is seen as an important tool for improving their overall quality of life. Similarly, Hameed and Waheed, (2011), on their part viewed work flexibility from an organizational perspective and worker perspective. From perspective of an organizational they noted that flexible work arrangement is focused on how organizations adapt processes and features to align with changes in their external competitive environments, with concerns for workers a tangential focus. The worker perspective focuses on individual agency in the structure and culture of work, namely the degree employees have choice over where, when and for how long work is conducted to allow employees the ability to control how these aspects of their job design interface with their non-work lives. It is noted that flexibility in working conditions brings about a justified transformation of standard working patterns in line with the consequences and aspects of workers. It is seen as an effective and beneficial agreed working arrangements between employers and employees in which flexible working hours, locations, patterns, and many other working contexts are included (Bhusan and Sar 2020)

Forms of flexible work arrangement

Flexible scheduling of work hour, Flexible work arrangement of Job-Sharing, Compressed workweeks, Leave (long & short term) as form of flexible work arrangement in organization, Annual leave, Maternity leave/parental, Sick Leave, Sabbatical Leave, Bereavement leave

Factors necessitating workplace flexibility in business organizations

As said in Ivanauskaite (2015) that employers offer flexible work policies for many different reasons; life management motives and work-related motives. These were identified by Shockley and Allen (2012) as the broad categories of motive for flexible work arrangements. Life management motives are concerned the reason of flexible work arrangements creation that helps employees to manage both work and personal life at the same time. Typical instances of life management motives are altering one's schedule to take one's children to school or to run one's personal errands and studies confirm that desire to maintain work-life balance is indeed a major motivation for employees to use flexible work arrangements according to Shockley and Allen (2012).

The work-related motives behind employees' motivation to use flexible work arrangements indicated 'that flexible work arrangements are used not only to maintain work-life balance but also to increase personal productivity. For instance, to increase one's productivity, a person might choose to work in an office during the hours when the office is the most deserted or to work from a remote area, employees whose tasks are related to creativity and innovations might also choose to work not in a usually blank office but areas that inspire them. These examples show work-related motives for flexible work arrangements might be beneficial both for organizations and motivated employees' (Shockley and Allen 2012).

As noted by Bhusan and Sar (2020) flexible workplace arrangements is influenced by the satisfaction and demands of employees according to various situational contexts. According to the authors, organizations introduce flexible working arrangements to follow the recent trends of employees and attract the talent pool and thus, attracting candidates can be considered as a prime driving factor for introducing flexible working patterns in a company. The socio-demographic differences and distance between employers as well as employees, the improvement in communication, as well as information technology has been considered as a major driving factor for the introduction of flexible working patterns in firms considering individual workers. Hence, the positive application of technology is beneficial for the shifting of tradition to modern flexible working patterns prominently (Bhusan and Sar 2020). Another factor for introducing flexible working arrangements in business organizations is employee retention as employees have been considered as one of the main stakeholders. It has also been influenced by social collaboration between employees and organizations prominently and the changing perceptions regarding the demographic patterns are also considered as a prime driving factor for introducing flexible working arrangements at the workplace (Bhusan, and Sar, 2020).

Benefit of flexible working arrangement to Employees

According to Huckle (2019) a 2017 publication of the HR Pulse where Professor Anita Bosch from the University of Stellenbosch states that "the suggestion of flexible working hours to alleviate traffic congestion could have a serious impact on employees and organizations. Flexible work hours according to Atkinson (2011) provides benefits to the employer as it increases employee performance and organizational productivity, it makes the employee to maintain work-life balance, it reduces employees absenteeism as employees can manage the time for medical checkup or banking etc. with their working hours (Atkinson 2011; Uglanova, 2018; Shagvaliyeva and Yazdanifard, 2014). According to Leslie, (2017), Manchester, Park, Mehng, (2012)

employees under flexible work hour's arrangement work when they are most productive. In the study of Allison and Grimsley (2015), employees under flexible work hours arrangement score high on positive attitude, satisfaction, engagement, loyalty, commitment and productivity and they score low on turnover intention this indicated that they are fully engaged and are ready to get involve enthusiastically, physically, and emotional in their work for the organizational growth.

Concept of organizational commitment

Commitment, according to the Oxford learner dictionary, is the act of being bound emotionally, intellectually to a course of action or to another person or group of persons, a state of being pledged or engaged. Organizational commitment can be described as workers' display of emotion and intellectually bound to the organization they work for. It can be seen as an employee's display of affiliation (association, to be attached to, identifying as a family) with such organization. The oldest definition to describe organizational commitment was that of Porter and Steers who in their 1973 article defined organizational commitment as "a relative power for individual towards an organization and its involvement in a particular organization, characterized by three psychological factors, included (1) a strong desire to remain a particularly member an organization; (3) self-confidence and acceptance of organizational values and goals". Organizational commitment as explained by Naveed et al., (2014) is the extent to which employees accept the goals and values of organization and show desire to be retain and remain in the organization and seriously considers about organizational objectives.

The term organizational commitment is used to mean employee's commitment to their organization. Luthans as cited in Eliyana and Muzakki (2019) described employee's commitment to an organization as the employee's strong willingness to stay as a member of the organization, willingness to work hard as the organizational aspiration, a certain willingness to accept the values and goals of the organization. According to the authors, employee's commitment to an organization includes behaviors that reflect employees' loyalty to the organization and the state in which the employees' express cares to the organization's success, and the further development (Eliyana and Muzakki 2019). To Mojtaba et al. (2014) employee's commitment to an organization encompasses the positive attitude to an organization and willingness to pursue all things for the sake of the organization.

Influence of Employees' commitment on employee performance

Performance is describes by Muhammad and Romat

(2019) as level of achievement of the implementation of a program in realizing a goal, a specific goal, the vision and mission of the organization implemented in a strategic plan. Performance as defined by Hellriegel, Jackson and Slocum cited in Ojeleye (2017) is the level of a person's work achievement after having exerted effort. Employee performance can be referred to as employees' achievement of goals for the tasks given to him/her. Dar and colleagues viewed employee job performance as the activity in which an individual can accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources. Ciner (2019) described employee performance as how much an employee fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output. The performance of the employee is considered as what an employee does and what he doesn't do. Employee performance can also be described to involve the quality and quantity of job output at work (Ciner, 2019). Naveed et al., (2014) described performance of employees as outcome of work in an efficient way with considerable obligation for organization without interrupting any law and organizational goals. Mangkunegara in Naveed et al. (2014) saw employees' performance as the work consequence in excellence and the quantity that is accomplished by workers in directing their job obligations. According to Hameed and Waheed (2011) employee's performance will ultimately influence the organizational effectiveness, thus, in the organization when employee's performance increases, that means it shows the coordination to the organization effectiveness (Hameed and Waheed, 2011). An employee's commitment to an organization has already been said is a display of emotionally, intellectually bound to the organization they work for. It is a display of affiliation (association, to be attached to, identifying as a family) with such organization. Also, employee performance is said to reflect the behavior of employees in the workplace as the application of skills, abilities, and knowledge that contribute or value towards organizational goals.

The relationship between employees' commitment to organization and employee performance is inferable from the evidence that a motivated employee will be a satisfied employee and a satisfied employee show commitment and a committed employees will want to do everything both emotionally, intellectually, and skillfully to support the organizational goal achievement, survival, and success. The relationship can be further explained based on the components of commitment. According to Allison and Grimsley (2015) an employee's normative commitment is related to work performance and organizational citizenship. According to the author, research has indicated that the relationship between normative commitment and work performance and organizational citizenship is stronger based on countries which suggest cultural differences (Allison and Grimsley,

2015). Employees with a high level of affective commitment will be less absent from work, be high performers, and are likely to engage in organizational citizenship behavior such as helping other members, putting forth extra effort, and being an advocate for the organization (Allison and Grimsley, 2015). Those who truly love what they do will likely be more motivated to progress within their organization, think creatively, and experiment with new ways of working (The Mind Tools content team 2019). Also, different studies both of old and recent reported different levels of relationship between organizational commitment and employee's performance. As noted in Atkinson, Abir and Hongyu (2018) in 2002, Meyer conducted a study on the relationship between three types of commitments with the organizational performance and the individual performance, and found that affective commitment has the most powerful relationship to individual performance, and normative commitment is also has a positive relationship with employees performance but not as the same of affective commitment, while continuance commitment is negatively related to employees performance. According to Madiha and Khurram, (2018) in their study found that the three types of commitment have a positive relationship with employees' performance.

Relationship between flexible work arrangements and organizational commitment

According to Kossek and Thompson (2015) noted that employees being allowed to schedule the work himself/herself have the feelings that the employer cares about their wellbeing and non-working life, thence employees get more engaged and committed to the organization's activities and goal. McNall, Masuda, & Nicklin (2013) noted that employees react positively to flexible work arrangements as they perceive that their organizations care for them and this situation makes them feel more appreciated, and in turn, appreciate their work and organization more hence get committed in the organizational goal achievement activities (McNall, Masuda, and Nicklin, 2010).

According to Humanity.com (2018) occasional uses of working shift schedule give employees positive associations with engagement sprung from commitment and employers with expected retention, confirming that staff with flexible working shift schedule options are happier and therefore more likely to have a longer tenure with an employer that offers flexible working shift schedule options" (Humanity.com 2018). Ruhle & Süß, (2019) noted that workplace flexibility helps enhance employee interest in the production of a company. It has positively influenced organizational performance in the market and among the positive impacts of workplace flexibility are job satisfaction, work commitment/engagement, organizational improvement.

According to Timewise group (2021) Dr Mark Winwood, as cited by Oxford(2020) a clinical director of psychological services, posited that “the more control any of us feel we have over our working lives, the better we feel about work”. This insinuates that employees under flexible work arrangements will be more motivated and happier thus show more commitment. According to Michael Page (2017) job sharing situation results in employee commitment which has been described as employee’s enthusiasm, motivation and to get fully emotionally involved in the organizations affairs to achieve organization’s goal. According to the author, “your business could also come out on top if you allow employees this level of job-sharing flexibility because employees who are seeking more flexibility due to a change in personal circumstances will be more committed and show retention attitude.”

Empirical review

The study of Oxford (2020) which examined the relationship between organizational commitment and individual performance using Kansai Paint which is a Japanese Multinational corporation (MNC) that has one subsidiary in Pakistan. Their theoretical model was formulated based on one dependent variable which is the individual performance and three independent variables which are an affective commitment, continuance commitment and normative commitment. They used questionnaires to collect data from 100 employees, the finding of the study exposed that the affective commitment, continuance commitment and normative commitment have a positive impact on the individual performance.

Study of Subramaniam et al. (2015) on flexible working arrangements, work life balance, and Women in Malaysia. The study aimed at getting women perception of the relationship between flexible working arrangements and work life balance, was conducted among 14 organizations in the services industry in the central business hub in Malaysia, MANOVA analysis was adopted and the result shows that flexible working arrangements have the potential to achieve work life balance and work life is a factor to employees’ motivation to commitment. They also observed that flexible working arrangements are preferred by women who are more educated and earning a higher income (Subramaniam et al., 2015).

Theoretical framework

The study was anchored on the Control theory also known as job demands-control model, one of the most widely studied models of occupational stress propounded by Karasek, in 1979. The theory is based on the ability to control one’s environment and is recognized as an important mechanism in determining one’s well-being.

Employee control over the work environment is critical in overcoming the negative outcomes associated with work and non-work conflict. The job demands control model identifies job decision latitude as “the working individual’s potential control over his tasks and his conduct during the working day” (Karasek, 1979, p. 289-290). The model posits that the more control one has over his/her job demands, the better his/her well-being. Researchers have acknowledged the critical role that perceptions of control play in effectiveness of workplace flexibility policies (Gajendran and Harrison, 2008; Kossek et al., 2009). Workplace flexibility can offer employees control over aspects of their job design (e.g., timing of work, location of work, amount of work) (Fonner and Roloff, 2010; Gajendran and Harrison, 2008).

METHODOLOGY

The descriptive survey design was used with a population of 50 employees of the Hospital Management Board in Abraka, Delta State. This is because 50 respondents is not too large to work with hence a census survey study or complete enumeration of sample frame (Kifordu, 2019). The instrument for data collection in this study is a questionnaire and it was sectionalized. Data obtained will be analyzed using frequency, percentage, and simple mean method for the research questions. While the hypotheses will be tested using the Pearson product-moment correlation co-efficient (PPMCC) at 0.05 alpha level to test for the relationship between variables.

RESULTS AND DISCUSSION

The descriptive statistics of percentage and mean rating was used to analyze the research questions with a benchmark of 2.5. Where the mean for each statement is lower than the benchmark such statement or item is said to be rejected but if higher than the benchmark of 2.50 it is accepted.

Research Question One: What is the level of relationship between off-time/flextime/rest period and organizational commitment?

Table 1 above shows ways off-time/flextime/rest period schedule as flexible work schedule influence organizational commitment. From the table it shows that work off-time/flextime/rest period as flexible work schedule have influence on organizational commitment. This is seen in the acceptance level of the item with mean points greater than the bench mark of 2.5 i.e (3.48, 3.42, 3.12, 3.44, 3.20 < 2.5) respectively. Thus, off-time/flextime/rest period have some level of relationship with organizational commitment since it makes employees have time to sort out some personal problem, allow free time to attend to family responsibilities gives

Table 1: Result on the relationship between off-time/flextime/rest period schedule and organizational commitment

Statements	SA		A		D		SD		Total	
	Frq	%	Frq	%	Frq	%	Frq	%	Count	Mean
flexitime sometimes given by this organization makes employees have time to sort out some personal problem	24	48.0%	26	52.0%	0	0.0%	0	0.0%	50	3.48
Off time and flex time offered to the organization allow free time to attend to family responsibilities	21	42.0%	29	58.0%	0	0.0%	0	0.0%	50	3.42
Rest period gives staff time to take lunch or eat in the work process	14	28.0%	28	56.0%	8	16.0%	0	0.0%	50	3.12
Off time given make employee work shorter hours and rest for other times	27	54.0%	18	36.0%	5	10.0%	0	0.0%	50	3.44
off-time given by this organization reduces stress resulting from workloads	24	48.0%	15	30.0%	8	16.0%	3	6.0%	50	3.20

Field survey July, 2023.

Table 2: Result on the effect of long & short term leave on organizational commitment.

Statements	SA		A		D		SD		Total	
	Frq	%	Frq	%	Frq	%	Frq	%	Count	Mean
I am pleased and happy when my organization give me leave from job	25	50.0%	16	32.0%	8	16.0%	1	2.0%	50	3.30
Annual leave offers by my organization allow me free time to attend to family responsibilities.	33	66.0%	12	24.0%	4	8.0%	1	2.0%	50	3.54
The maternal leaver offers by the hospital gives female employees the freedom to nurture and take care of their baby (ies)	26	52.0%	23	46.0%	1	2.0%	0	0.0%	50	3.50
The paternal leaver offers by the hospital gives male employees freedom out of work to assist their wives in taking care of their baby(ies)	19	38.0%	31	62.0%	0	0.0%	0	0.0%	50	3.38
Sick leave offered by the hospital gives employees freedom to rest and give medical attention to themselves	26	52.0%	23	46.0%	1	2.0%	0	0.0%	50	3.50

Field survey July, 2023

Table 3: Analysis of data on organizational commitment parameters under flexible work situation

Organizational Commitment Indicators	SA		A		D		SD		Total	
	Frq	%	Frq	%	Frq	%	Frq	%	Count	Mean
I am willing to put in a great deal of effort beyond that normally expected to help this organization be successful	27	54.0%	22	44.0%	1	2.0%	0	0.0%	50	3.52
I am proud to tell others that I am part of this organization	33	66.0%	15	30.0%	2	4.0%	0	0.0%	50	3.62
I am extremely glad that I chose this organization to work for over others I considered	26	52.0%	24	48.0%	0	0.0%	0	0.0%	50	3.52
I am emotionally attached to this organization and will like to grow with this organization	27	54.0%	22	44.0%	1	2.0%	0	0.0%	50	3.52
I am extremely proud to tell people that I work for this organization	27	54.0%	22	44.0%	1	2.0%	0	0.0%	50	3.52

Field survey July, 2023

staff time to take lunch and reduces stress resulting from workloads. They can show loyalty by way of paying the organization back.

Research Question Two: What does the influence of long & short term leave on organizational commitment?

Table 2 above shows result of data on ways long & short term leave as flexible work schedule influence organizational commitment. From the table it is accepted with mean points greater than the bench mark of 2.5 i.e (3.30, 3.54, 3.50, 3.38 and 3.50 < 2.5) respectively that makes employees happy, it allow employees free time to attend to family responsibilities, allows couples who put to bed the freedom to nurture and take care of baby and gives employees how may be ill the opportunity to rest and give medical attention to themselves. Thus, long & short term leave as flexible work schedule have some level of influence on organizational commitment.

Statements in (Table 3) were parameters to measure employees' commitment to the organization under flexible work conditions from the result, majority of the

participants accepted that; they are willing to put in a great deal of effort beyond that normally expected to help the organization to be successful (3.52 < 2.50), they are proud of being part of the organization (3.62 < 2.50), that they glad to choose the organization over others to work for (3.52 < 2.50), and that they are emotionally attached to the organization and will like to grow with the organization (3.52 < 2.50).

Test of hypotheses

The Pearson's Product Momentum Correlation (PPMC) statistical tool is employed to test the hypotheses at 0.05 alpha level to test for the relationship between variables.

Decision Rule: If the Sig. (p-value) is less than 0.05 (p-value < 0.05), we shall reject the null hypothesis, and accept the alternate hypothesis i.e there is significant influence/relationship/impact of independent variables on the dependent variable.

Hypotheses One: There is no significant relationship between off time/flextime/rest period as flexible working

Table 4: Correlations

Variables		Off time/flexitime/ rest period	Organizational Commitment	MEAN	Std. Dev
Off-time/Flexitime/ Rest period	Pearson Correlation	1	0.710		
	Sig. (2-tailed)		.000		
	Sum of Squares and Cross-products	269.220	164.900	16.660	2.34399
	Covariance	5.494	3.365		
	Sum of Squares and Cross-products	164.900	200.500		2.02283
	Covariance	3.365	4.092		
N		50		17.700	

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

Table 5: Correlations.

Variables		Long & Short Term Leave	Organizational Commitment	MEAN	Std. Dev
Long & Short Term Leave	Pearson Correlation	1	0.817	17.220	2.3758
	Sig. (2-tailed)		0.000		
	Sum of Squares and Cross-products	276.580	192.300		
	Covariance	5.644	3.924		
	N	50	50		
Organizational Commitment	Pearson Correlation	0.817**	1	17.700	2.0228
	Sig. (2-tailed)	0.000			
	Sum of Squares and Cross-products	192.300	200.500		
	Covariance	3.924	4.092		
	N	50	50		

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

schedule and organizational commitment. Result in (Table 4) shows that there is a positive correlation between off-time/flexitime/rest period as flexible working schedule and employee/organizational commitment. This is evident from the correlation coefficient (*r*) of 0.710 and a significant (P-value) (α) of 0.000 which is lower than alpha level of 0.05. Based on the rule, we reject the stated null hypothesis and accept the alternate hypothesis that there is a significant positive relationship existing between off-time/flexitime/rest period as flexible work practice and organizational commitment in the organization.

Hypotheses Two: There is no significant relationship between long & short term leave and organizational commitment.

The result in Table 5 above gave a correlation coefficient (*r*) 0.817 between long and short term leave and organizational commitment, and a significant (P-value) (α) of 0.000 which is lower than alpha level of 0.05. This indicates a strong positive and significant relationship between the variables. Based on this, we reject the stated null hypothesis and accept the alternate hypothesis that there is a significant relationship between long and short term leave and organizational commitment.

DISCUSSION

The finding of the study revealed that there is a

significant positive relationship existing between flexible work arrangement practice and organizational commitment, as seen in Table 1. Also, the health organization practice working shifts, short- and long-term leave, job sharing and off-time/flexitime/rest time which are flexing work arrangement in their working schedule. This finding agrees with the position of Hastwell (2022) that when organizations give discretion to its employees to decide about when, where, what and how to work, it makes employees more committed, engaged, satisfied and thus happier". There is a significant positive relationship between work shift/ job sharing as flexible work practice and organizational commitment in the health facility. Since it allows employees to spend more time with their family, allows them time to sort out personal matters at home without interrupting working hour and make them have ample rest time they tend to pay the organization back with commitment to the organization. This finding is in line with Hastwell (2022) position that when organizations give discretion to their employees to decide about when, where, what and how to work, it makes employees more committed, engaged, satisfied and thus happier. There is a significant positive relationship existing between off time/flexitime/rest period as flexible work practice and organizational commitment in the organization. This finding supports Ivanauskaites (2015) whose study revealed that the availability of flexitime and partially flexitime enriches employee personal life, which, in turn, results in increase in employee engagement and organizational commitment.

Giving long & short term leave as flexible work schedule have significant influence on organizational commitment. This is somewhat related to Michael Page (2017) who noted that job sharing situation result in employee commitment which has been described as employee's enthusiasm, motivation and to get fully emotionally involved in the organizations affairs to achieve organizations goal.

Conclusion

According to the results of this study, implementing flexible workplace arrangements can be highly beneficial for healthcare organizations and hospitals, as well as any other company seeking to increase employee commitment. By offering employees greater flexibility in terms of their work schedule and location, organizations can create a more positive and productive work environment that supports the needs and preferences of their staff. This can lead to improved job satisfaction, better work-life balance, and ultimately, higher levels of employee engagement and retention. Overall, the evidence suggests that flexible workplace arrangements are a smart and effective practice for organizations looking to enhance their workforce and achieve greater success in the long term.

Recommendations

1. Organizations especially in the hospital or health sector should inculcate more flexible work arrangement to enable staff have time for their family life. This will make them more committed.
2. The organizations that are already practicing any of the flexible workplace arrangement should keep it up and not cease it because it is a factor to employees' commitment and happiness while employees should display full commitment to the organization that gives them flexible work schedule that make them have some form of time to balance work life with personal like.

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