

Flexible Work Arrangement: A Panacea for Employees' Job Performance Crisis

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Abstract

Flexible work arrangement (FWA) deals with workplace dynamism and complexity driven by globalization and transformation of workers diversity and interests. Despite the significance of FWA to increase positive work behaviour and productivity, most organizations in Nigeria are yet to consider FWA as an important strategy for managing workforce flexibility during crisis situations. The lack of FWA capacity and technology ascribed many organizations to the traditional arrangement which threatens worker personal lives and performance. Thus, this inquiry examine the influence of FWA on the job performance of employees in Federal Capital Territory (FCT), Abuja. It examine the effect of different work pattern, job sharing, flexi working hours and telecommuting on the job performance of employees in FCT Abuja. It utilize descriptive survey design, questionnaire data from a sample of 353 workers in FCT Abuja and structural Equation Model (SEM) via Smart-PLS to validate the formulated hypotheses in line with the objectives. Findings reveal that different work pattern, job sharing, and flexi-working hours have significant positive effect while telecommuting has insignificant positive effect on the job performance of workers in FCT Abuja. It concludes that FWA factors has significant effect on the job performance of workers in FCT Abuja. It was recommended that organizations should promote alternative work schedules, task flexibility, and roles switching. Also, workers freedom to decide starting and ending work time should be encouraged. Additionally, workers should be encouraged to share workload allowing them to work part-time. Finally, telecommuting with the provision of necessary tools and support should be encouraged.

Keywords: Flexible work arrangement, Different work pattern, flexi-working hours, job sharing, telecommuting

Introduction

The changing behaviour of workers, advances in telecommunications and transportation, government regulations and policies, and corporate competitiveness have made the workplace dynamic and complex. This is causing major changes in workplace management, with many companies

strategically managing key processes like human resource management (Nielsen, et al., 2018). For an organisation to succeed, its employees must be hardworking, determined, committed, motivated, and innovative (Coenen, & Kok, 2014). This forces organisations in this global workplace to compete fiercely for bright, motivated,

and productive individuals, taking into account their demands, work-life balance, cultural influences, and working relationships (Galinsky et al., 2011). To meet business goals, employers are using HR methods to attract and retain top talent and address work-life balance issues (McLean & Collins, 2011). More precisely, many organisations are adopting modern workplace approaches and technologies to meet goals. To maintain competitive advantage and boost productivity, they have developed creative working models, job-related techniques, and activities to keep their employees healthy, motivated, satisfied, and performance-oriented (Orishede & Ndudi, 2020). However, modern workplace challenges have created new work design atmospheres. Modern challenges like Flexible Work Arrangement (FWA) or job flexibility are revolutionising the workplace and helping organisations handle crises. The harsh economy condition presented by subsidy removal presents the difficulty for employees to meet their family's needs and their official duties due to hyper-inflation that geometrically increases the cost of transportation, food items, household goods and others (Oyasipe & Olukoya, 2024).

Many firms are employing purposeful technique to build a work plan that enables workers to regulate their working hours within the overall time limitations of the job needs (employees' flexibility of where, when, and how to work) (Fowler, 2018). Thus, employees are given the chances to determine the most convenient time to work (flexi-time), ability to mutually share job responsibilities and rewards (job sharing),

ability to combine and do certain job within a shortest possible period (different work pattern), and ability to work from home (telecommuting) among others. The purpose is to increase work-life balance, and positive work behaviour while also reducing or eliminating negative work attitudes. FWA is on the rise due to societal developments like the share of women in the workforce, the rise in dual-career households, the convenience of workers, the expense of transportation, and expectations around work and leisure time (Nikolaos 2022). Nikolaos (2022) argued that FWA has been made possible by technology developments, permitting the building of 24/7 organizations, distorting the boundaries between work and personal time, and causing obvious major modification from the normal standard work week toward non-standard ones.

Companies that offer FWA like telecommuting or working from home, job sharing, flexible working hours or flexi-working hour, and different work pattern or diverse work schedules might be attractive and become a destination for good quality personnel. It is a very vital work strategy today as it influence workers perceptions of the jobs, organization, boost job satisfaction and performance (Abdillah & Suharnomo, 2022). It permits worker to work longer hours and a work-life balance initiatives that reduce workplace deviances, increased positive workers attitudes and increased performance (Gajendran & Harrison, 2007; Kelly & Moen, 2007; Beauregard & Henry, 2009; Galinsky et al., 2011; Allen et al., 2013; Bloom et al., 2015; Vincent, 2018; Donnelly & Johns, 2020; Idowu, 2020;

Oladejo, et al., 2022). The last Corona virus pandemic revealed that traditional (rigid) work arrangement can neither be sustainable in crisis situations nor satisfactory to the workers and dynamic to the organization in all situations. In a situation where merely everything and everyone were locked-down, the only option that was left for organizations to be operational was to reactively instituted measures that enable workers work remotely and/or work flexibly (in alternative times).

However, most firms in Nigeria do not see the FWA techniques such as telecommuting, job sharing, flexi-working hour, and different work pattern as an important strategy for managing workers which therefore damages the lives of the employees and the productivity of organizations in the Federal Capital Territory (FCT) Abuja particularly during crises period like COVID-19 and Fuel subsidy removal consequences. They are either accustomed to old (rigid) work approaches because they lack the ability, sufficient technology, and knowledge to embrace FWAs. Traditional long-hour cultures at work workplaces with high workloads, high rigidity, high work pressure, longer working hours, and small remunerations are still being utilised. Besides, most workers frequently deal with balancing several competing demands that periodically contradict company interests. This, to a significant part, undermines the workers' personal lives owing to the disparity between the time they spend working at the office and the amount of time they have for unofficial activities. Consequently, these could lead to

performance-related problems including waste of resources, workplace deviances, workers' unhappiness, work stress, and unbalanced work-life.

Therefore, there is a need to explore the influence of FWA on the performance of workers in the Federal Capital Territory (FCT), Abuja to cover the shortage of empirical data in terms of constructs operationalization and methodology. Based on the foregoing main objective, the following hypotheses are outlined to help accomplish the specific objectives: (i) Different work pattern has no significant impact on job performance of workers in FCT Abuja; (ii) There is no significant impact of flexi-working hours on job performance of workers in FCT Abuja; (iii) Job sharing has no significant impact on job performance of workers in FCT Abuja; and (iv) There is no significant impact of telecommuting or working from home on job performance of workers in FCT Abuja.

Literature Review

Conceptual framework

Scholars define a Flexible Work Arrangement (FWA) also known as Flexible Work Plan, work flexibility, or flexible work schedule as a work style that offers the employee control over when, when, and how duties are to be accomplished. FWA is a replacement for the conventional or regular working technique that offers workers the freedom to choose the time and location where they carry out their employment tasks (Agono (2022; Joseph et al., 2023; Hill, 2018). According to Orishede and Ndudi (2020), FWA allows workers to adjust their work plan, the number of hours they put in,

where they work, or even take time off to attend to duties outside of the office. In essence, the definition's core concerns are how, when, and where work is performed. "When" means employees picking the beginning and finishing time of work. The word "where" denotes the location of the worker's workplace (worker house, site of employment, farm, club, co-working space, or any other handy position) away from the traditional office. Providing employees with the freedom to perform their obligations in any way they see fit within the overall time limits and job standards is what is suggested by "how". Researchers have discovered that varied FWA methodologies are adopted by various companies around the world. These include variable-year employment, fixed-term contract subcontracting, compressed working weeks, telecommuting or working from home, flexible working hours or flexi-time, part-time work, overtime, job sharing, alternative work pattern, teleworking, shift and weekend work, paid parental leave, annual hours, temporary work, annual hours contracts, flexible leave arrangements, reduced schedule, extra vacation days, and limited schedule of meetings (Stavrou and Kilaniotis, 2010; Berkery et al., 2017; Agono, 2022). This investigation, however, focusses on telecommuting or working from home, job sharing, flexible working hours or flexi-working hour, and diverse work schedules because organizations in Nigeria commonly employ them and most empirical research focus less on them.

Telecommuting: Telecommuting is often referred to as telework, working from home, or working remotely. It is an FWA approach in which the employee uses ICT to work

from anywhere, using Virtual Private Networks (VPN) to access the employer's systems, video conferencing to participate in meetings, and mobile devices for mobility (Bossart, 2016; Miller, 2017; Orishede & Ndudi, 2020). Because of the comfort and convenience it gives, it is seen as the ideal alternative to traditional work due to its virtual office perspective (Vincent, 2018; Orishede & Ndudi, 2020). Its popularity has increased due to the COVID-19 pandemic that started in China in 2019. With the usage of apps like Zoom, Google, Tweet, WhatsApp, and others, workers carry out their duties from home via computer networks, fax machines, telephones, and internet connections. According to research, working remotely is the most flexible choice when the position is independent and the worker is competent, dependable, resourceful, self-reliant, a team player, a good communicator, and has a reasonable understanding of the technology being used and the job at hand (Choudhury, et al., 2019; Richard, 2012). Empirical investigations found that telecommuting enhances workers commitment, motivation, job satisfaction, work-life balance, productivity and organizational performance due to greater autonomy, heightened moral, workers retention, work and time efficiency, and stress-free condition it gives to workers (Gajendran & Harrison, 2007; Richard, 2012; Vincent, 2018; Choudhury, et al., 2019; Orishede & Ndudi, 2020). Conversely, challenges in monitoring, controlling feelings of isolation, collaborative inefficiencies due to a lack of proximity, and lack of engagement and relationships among workers resulting to

poor creative and learning are common phenomenon when telecommuting is adopted (Orishede & Ndudi, 2020).

Job sharing: Job sharing is where two or more workers are sharing full-time job obligations by dividing duties, responsibilities, and compensation in accordance with mutual understandings (Dzhingarov, 2017; Orishede & Ndudi, 2020; Nwekpa, et al., 2020). According to Miller (2017), it generates a situation that is akin to having a part-time employment with extra advantages for the employer, such as the ability to have built-in coverage for when one of the employees is absent from work. Medical specialists, security guards, factory workers and many women with family issues sometimes share tasks. Generally, empirical studies suggest that job sharing can have a positive impact work-life balance, job satisfaction, and productivity and reduce absenteeism and employees' turnover (Van der Lippe et al., 2005; Bardoel et al., 2009; Gash et al., 2012; Yoon, 2014).

Flexi-Working Hours: Flexible working hours (Flexitime) is a technique that enables workers to vary the usual 8 a.m. to 4 p.m. Monday through Friday work schedule by choosing when their days begin and end each workweek (Orishede & Ndudi, 2020). It is a practice in which employers permit workers to adjust their work starting and ending times in a manner that differs from the typical work hours (8 am to 4 pm in Nigeria); however, employees are still expected to work for a specified number of hours per week and meet expected targets (Dzhingarov, 2017). It allow workers the

flexibility they need to work at their peak performance periods (any time in the morning, afternoon, evening or night hours). People who have other obligations at specified periods of the day will find this handy. Thus, flexi-time positively and significantly influences job commitment, job satisfaction, work-life balance, efficiency, creativity, employees retention, and productivity, and decreases absenteeism, employee turnover, work stress, and wastage thereby boosting organizational performance (Dutcher, 2012; Coenen & Kok, 2014); Galea, et al., 2016; Wheatley, 2016; Dzhingaror, 2017; Parkinson, 2019; Orishede & Ndudi, 2020).

Different Work Patterns (DWP) or Compressed Work Week: A DWP is any work plan arrangement that raises the number of hours done per day while reduces the number of days worked in a given cycle (Grove, 1976, referenced in Orishede & Ndudi, 2020). The duration of the tasks is considerably cut with this structure (Wheatley, 2016). Employers now give workers the choice to work on alternate days, weeks, or months by condensing a period's (week) worth of labour into a shorter period (a week work is compressed into two to three full days' work) (Nwekpa, et al. 2020). Thus, it permits employees to work longer hours than the typical hours, fulfil their workweek in a fewer days, and take more time off for personal duties (Orishede & Ndudi, 2020). Empirically, a DWP positively affect work-life balance, job satisfaction, health and wellbeing, and productivity of the organisation (Bannai & Tamakoshi, 2014; Van van Vooren et al.,

2015; Huang et al., 2016; Davis et al., 2018).

Concept of Performance

Joseph et al. (2023) opined that Organizational Performance (OP) refers to the accomplishments of organization objectives set for itself over a specific period which symbolises the entirety of the results that all departments have reached. Alam (2013) highlighted that customer-focused, financial and market, and human resource goals are major indicators of OP. Customer satisfaction and the efficacy of the product or service are included in customer-focused performance. Revenue, profits, market position, cash-to-cash cycle time, and earnings per share are included in financial and market performance. Employee effectiveness, time to market, degree of innovation, production, and supply chain are included in human resource performance. Aside from the four primary categories of OP metrics—capital market, financial accounting, organisational, and employee performance—Joseph et al. (2023) also included human resource outcomes. Employee performance is one of the most critical aspects that determines OP since daily employees' successes ultimately contribute to higher organizational performance as well as growth of the economy (Mungania et al., 2016). Employee performance is the extent to which an individual employee successfully fulfils duties and responsibilities in respect to defined expectations and norms (predetermined standards of correctness, completeness, cost and time) (Pulakos & O'Leary, 2011; Sultan, et al., 2012; Donohoe, 2019, referenced in Orishede &

Ndudi, 2020). Thus, job effectiveness, quality, efficiency, and individual employees goals depicts universal indicators of employee performance employed (Donohoe, 2019, quoted in Orishede & Ndudi, 2020). While quality of work and efficiency ensure there is fewer expensive mistakes and wastage of time, materials, and effort, effectiveness and individual employee work goals assist employees to be best equipped to accomplish their duties and offer guidance when needed (Orishede & Ndudi, 2020).

Theoretical framework

This investigation is underpinned by social exchange theory. Social Exchange Theory was developed by George Homans, a sociologist from Harvard University, in 1958 (Olannye, 2014). Accordingly, the theory postulated that all relationships are built on the principle of “give and take,” which varies depending on the intensity of the relationship. According to Joseph et al. (2023), the theory's primary presumptions are that every individuals have expectations in every relationship and good relationships are mutually beneficial to all parties. An individual invests his time and energy in a relationship only when he gets something from the corresponding or higher value (Olannye, 2014). Thus, for effective and long lasting relationship, efforts, feelings and emotions must be reciprocated. This is what the employees and employers in organizations demonstrates for their maximum advantages where each has specific expectations that must be met, and how well those expectations are met will decide or impact the relationship's quality (Ahiazu & Asuquo, 2016). Practically,

employers anticipate that workers will use their time, skills, effort, and capability to achieve organizational objectives while workers anticipate that the employer will implement policies and programs including a supportive, flexible work schedule policy to ensure they can meet both work and social objectives. The employees will reciprocate the flexibility shown by the employer by being more committed and engaged at work. Studies such as Nielsen (2018), Su et al. (2019), and Joseph et al. (2023) used social exchange theory in their studies to demonstrate its positive influence on FWA and performance.

Empirical Review

In order to better understand how Nigerian executives perceive the effects of flextime on organisational success, Omotayo et al. (2012) examined the attitudes of employees about gender, marital status, and job happiness. Survey results, correlations, and multivariate regression analysis revealed that gender and married status had a substantial detrimental influence on how satisfied people are with their flextime. The study revealed that satisfaction with flextime was significantly influenced by factors such as gender, marital status, and motivating capacities. Mwebi and Kadaga (2015) looked into how FWA affected workers' performance in commercial banks in Nairobi's central business district using descriptive survey approach and a sample of 291 employees. Findings showed that FWA is favourably correlated with employee performance using both descriptive and inferential (correlation analysis) statistics. Mungania et al. (2016) used a cross-sectional survey design, questionnaire, and

sample of 3,607 bankers to investigate the impact of FWA on the performance of Kenyan banks. Results imply that flexible work arrangements, job sharing, and flexible career pathways (FWAs) had a favourable impact on the banks' performance. Similar to this, Hashim et al. (2017) investigated how teaching faculty members' performance was affected by time flexibility in government colleges of management sciences located in Peshawar, Pakistan. By using a quantitative method, a questionnaire, and a Pearson correlation tool, it was found that the constructs had a substantial positive association. Furthermore, Idowu (2020) examined the role of flexible working hours' arrangement on employee job performance and retention using a sample 227 permanent and contract employees of five manufacturing industries in Agbara, Ogun State. Data were collected with questionnaire and analysis was done with linear regression and Pearson correlation. The outcome shows that flexible work-hour arrangements improved employee performance, increased retention of employees and reduced employee work stress. Furthermore, Agono (2022) used a cross-sectional survey questionnaire and a sample of 275 employees to investigate the link between FWA and employee performance in the Idah Local Government Council. Correlation was used to evaluate the hypotheses, and the results showed a positive and significant relationship between FWAs and worker performance. Abdillah and Suharnomo (2022) used AMOS to analyze the impact of FWA constructs on the work stress levels of government servants at the Aceh Water Service during

the COVID-19 epidemic. Using questionnaire, sample of 268 employees, and descriptive statistics, the results demonstrate that FWAs enhance employee performance during the pandemic. Oladejo, et al., (2022) assessed the influence of organizational based approaches to work-life integration on employees' commitment in Nigeria Deposit Money Banks (DMBs) using a survey design and a structured questionnaire. A sample size of 398 respondents was drawn by random sampling technique. Data were analyzed using regression analysis. Findings show that flexible working hours, opening and closing time, annual leave, and teamwork have significant link with employee commitment of DMBs in Nigeria. Likewise, Joseph and colleagues' (2023) study examined the link between FWA and the profitability, service quality, and productivity of an organisation. By using an exploratory survey research design and 95 workers from the nineteen (19) registered Textile Production Companies operating in Rivers State, as well as correlation analysis and t-test, the findings show a strong positive correlation between FWA and the firms' productivity, financial success, and ability to provide services. Every evaluated article often contains one or more research gaps that the current study fills. While some of the questions either included one or two FWA elements or did not specify any, others made use of analytical techniques like correlation and descriptive statistics that do not indicate how strongly the constructs are related to one another.

Methodology

A descriptive survey research design was adopted to investigate all the workers in FCT Abuja in both private and public sectors as a population. According to the Ministry of Labour and Productivity, the official figure of workers in Abuja is unknown due the lack of accurate data of private employers and their employees, population growth, economic conditions, and employment trends. Therefore, the sample for the study is conveniently selected. Online questionnaire constructed by the researcher based on the available past studies and the specific objectives of this study was sent to different social media groups to hundreds of workers in both private and public institutions in FCT through a Google Form. Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), to Strongly Disagree (1) (Likert Scale) is the questionnaire's scale, calibration, and score. The questions were organised in a way that was thorough, pertinent, and clear to guarantee that the instrument measures precisely what it is supposed to measure. Three hundred and fifty-five of the completed and returned copies of the questionnaire were found to be suitable for analysis. With the use of SMART-PLS 4 software, data from the questionnaire was compiled, examined, and analysed using the structural equation model (SEM). To guarantee that the data gathered are accurate (valid) and consistent (reliable), as well as to strengthen the constructs' robustness, Smart-PLS addresses both the measurement model and the structural model. The structural model is capture in figure.

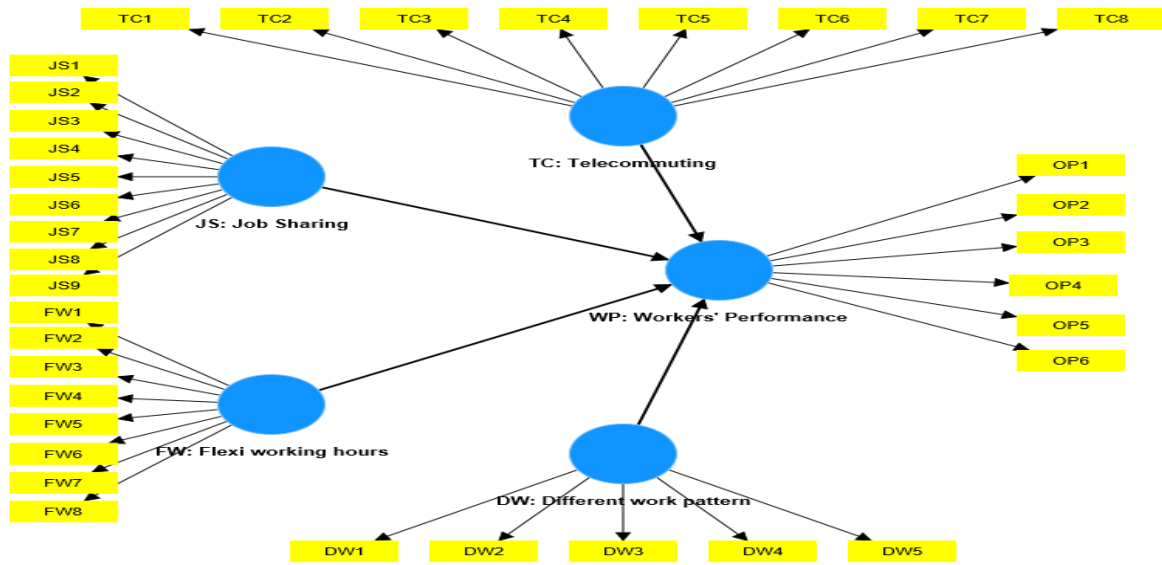


Figure 1. Constructs Hypothesized Structural Model

Source: Researchers' Path Model, 2024

The model specification shows the effect of the dependent variable on independent variable to provide basis for estimation judgment.

RESULTS AND DISCUSSION

Measurement model

The reliability was taken by internal consistency (Cronbach's alpha, and composite reliability) while validity was done with convergent validity (indicator reliability and AVE), and discriminant validity.

Table 1. Reliability.

Parameters	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
DW: Different work pattern	0.745	0.792	0.822	0.492
FW: Flexi working hours	0.897	0.905	0.918	0.584
JS: Job Sharing	0.893	0.902	0.914	0.541
TC: Telecommuting	0.797	0.854	0.852	0.484
WP: Workers' Performance	0.807	0.815	0.862	0.512

Source: Author's SmartPLS 4 Output, 2024.

The composite reliability of each construct and the Cronbach's alpha values are displayed in Table 1. Cronbach's Alpha assesses the internal consistency of a latent variable by measuring the degree to which all items within the variable are correlated with one another. All the five latent variables exhibit good internal consistency with Cronbach's Alpha values ranging from 0.745 to 0.897, well above the commonly accepted threshold of 0.7. These signify that the items are reliable measures of their respective constructs. Composite Reliability provides a more robust estimate of reliability which takes into account both the internal consistency and the relationships between the items and the latent variable. In the table, all the variables show excellent composite

reliability, with values above 0.7. These indicate that the latent variables are reliable indicators of the constructs they represent. The values of AVE are above the threshold of 0.5 except for DW and TC (0.492 and 0.484) which indicate adequate convergent validity (how much of the variance of the indicators is explained by the latent construct). The values of 0.492 and 0.484 are very close to but slightly below the threshold which suggests that the constructs are explaining nearly 50% of the variance in their indicators. This could be due to some level of measurement error or noise in the data. However, other validity measures used (composite reliability and discriminant validity) provide a satisfactory results.

Table 2. Discriminant validity: Fornell-Larcker Criterion.

	DW: Different work pattern	FW: Flexi working hours	JS: Job Sharing	TC: Telecommuting	WP: Workers' Performance
DW: Different work pattern	0.702				
FW: Flexi working hours	0.513	0.764			
JS: Job Sharing	0.323	0.611	0.736		
TC: Telecommuting	0.29	0.433	0.386	0.695	
WP: Workers' Performance	0.441	0.502	0.439	0.297	0.716

Source: Author's SmartPLS 4 Output, 2024

The test of discriminant validity determines if these constructs are unique and do not have a strong correlation with one another. Table 2 exhibits the Fornell–Larcker criterion used to check the discriminant validity. The correlations of each variable

with itself (values in bold) are all substantially higher than the off-diagonal values (the correlations with variables). This indicates that each latent variable is more strongly related to itself than to the other constructs, which means they are distinct and measure different aspects of the overall construct. In light of this, the construct's discriminant dependability is proven.

The discriminant validity is further confirmed by the Heterotrait-Monotrait Ratio (HDMT), which was established due

to the limitation of Fornell-Larcker Criterion and Cross loadings methods.

Table 3. Discriminant validity: Heterotrait-Monotrait Ratio (HDMT)

	DW: Different work pattern	FW: Flexi working hours	JS: Job Sharing	TC: Telecommuting
DW: Different work pattern				
FW: Flexi working hours	0.606			
JS: Job Sharing	0.362	0.676		
TC: Telecommuting	0.357	0.493	0.458	
WP: Workers' Performance	0.515	0.583	0.501	0.358

Source: Author's Smart PLS 4 Output, 2023

HTMT was introduced by Henseler et al. (2015) as a more sensitive and reliable method for assessing discriminant validity in PLS-SEM, addressing limitations of traditional approaches and providing clear thresholds for researchers. According to

HDMT discriminant validity, the concept values should be smaller than 0.90 or a conservative value of 0.85 (Henseler et al., 2015). The values in Table 3 are less than 0.85, indicating that they are distinctively measuring the latent constructs which proof a strong discriminant validity.

Table 4. Discriminant Validity: Cross Loadings

Items	DW	FW	JS	TC	OP
DW1	0.409	0.207	0.055	0.135	0.083
DW2	0.629	0.315	0.134	0.156	0.255
DW3	0.788	0.344	0.213	0.153	0.325
DW4	0.796	0.439	0.293	0.272	0.363
DW5	0.802	0.437	0.322	0.271	0.396
FW1	0.384	0.798	0.489	0.378	0.426
FW2	0.307	0.636	0.332	0.236	0.294
FW3	0.425	0.805	0.508	0.368	0.372
FW4	0.461	0.822	0.506	0.346	0.445
FW5	0.403	0.788	0.502	0.344	0.376
FW6	0.31	0.715	0.444	0.311	0.337
FW7	0.395	0.737	0.49	0.315	0.365
FW8	0.425	0.795	0.448	0.333	0.421
JS1	0.26	0.435	0.738	0.33	0.347
JS2	0.211	0.461	0.81	0.32	0.323

JS3	0.297	0.532	0.759	0.277	0.384
JS4	0.102	0.341	0.644	0.209	0.273
JS5	0.145	0.38	0.701	0.232	0.27
JS6	0.27	0.494	0.724	0.327	0.326
JS7	0.267	0.426	0.706	0.273	0.28
JS8	0.275	0.437	0.698	0.256	0.262
JS9	0.278	0.504	0.824	0.308	0.394
TC1	0.187	0.325	0.238	0.644	0.155
TC2	0.197	0.303	0.281	0.761	0.214
TC3	0.227	0.328	0.36	0.792	0.192
TC4	-0.014	-0.05	0.05	-0.272	-0.141
TC5	0.217	0.306	0.264	0.726	0.223
TC6	0.149	0.294	0.29	0.696	0.199
TC7	0.276	0.381	0.357	0.754	0.253
TC8	0.263	0.337	0.288	0.772	0.233
OP1	0.235	0.353	0.332	0.159	0.578
OP2	0.399	0.388	0.39	0.253	0.757
OP3	0.291	0.367	0.252	0.211	0.719
OP4	0.344	0.354	0.346	0.189	0.777
OP5	0.278	0.302	0.204	0.185	0.701
OP6	0.315	0.375	0.324	0.263	0.744

Source: Author's SmartPLS 4 Output, 2024

The cross-loading of the constructions is shown in Table 4. According to Hair et al. (2016), this method requires that an indicator's outer loading on the related construct be larger than all of its loadings on other constructions. As a result, the outer loadings of each indication on the corresponding structures are larger than the cross-loadings. This verifies the

discriminant validity by indicating that the indicators are distinct and accurate measures of their underlying construct.

Path Model: This entails evaluating the structural model by determining if constructs are collinear and determining the importance and applicability of proposed links. Figure 2 displays the variables' route model.

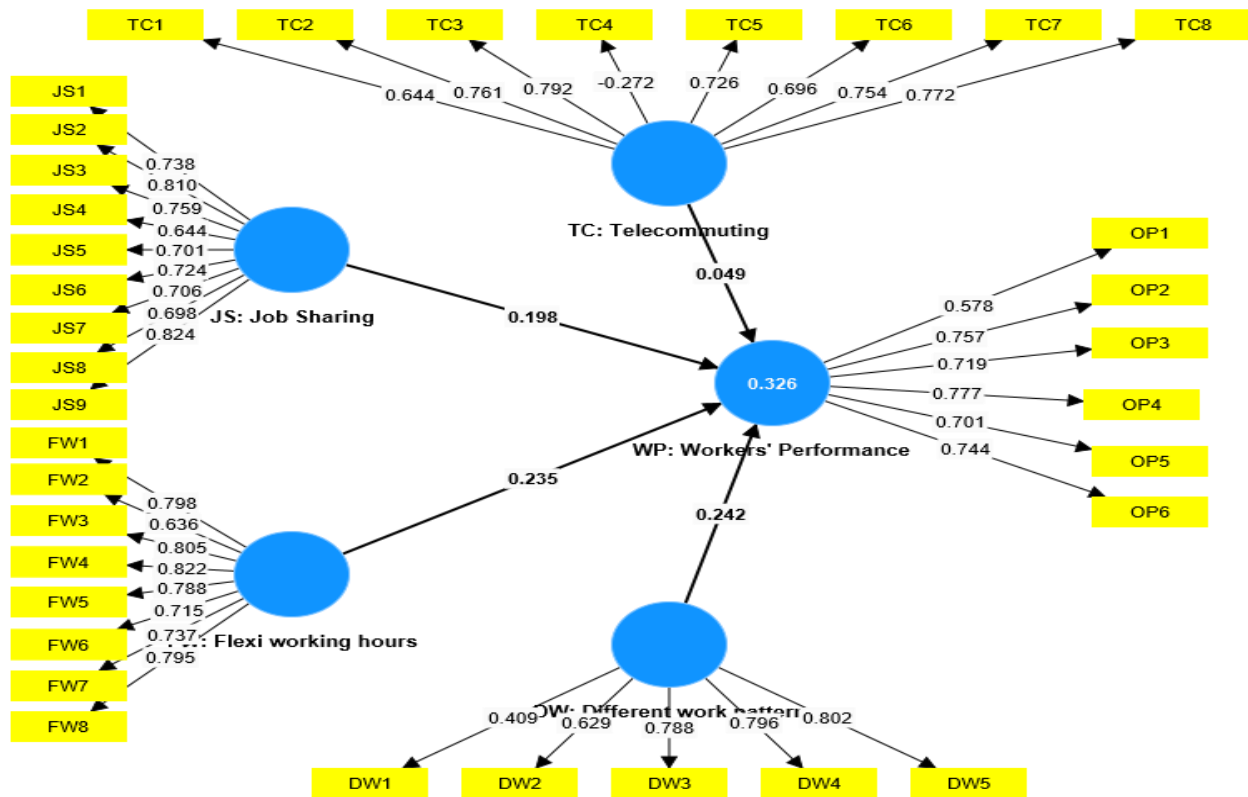


Figure 2. A path model of FWA and Workers' Job Performance

Source: Researchers' Path Model, 2024.

The FWA structures' path model and the employees' job performance were displayed in Figure 2. The interaction effects—where more than one variable contributes to the latent variables—are shown in the figure.

The outer weight model ranges from zero to a value that is less than one at the absolute maximum. The outer model weight findings show that they are significant components of the latent variables, with most of them being greater than or near 0.50.

Table 5. Variance Inflation Factor (VIF)

Indications	VIF	Indications	VIF	Indications	VIF	Indications	VIF	Indications	VIF
DW1	1.204	FW5	2.296	FW3	2.343	JS9	2.448	TC2	1.95
DW2	1.397	FW6	1.824	FW4	2.435	OP1	1.209	TC3	2.217
DW3	1.639	FW7	1.76	JS4	1.509	OP2	1.873	TC4	1.036
DW4	1.624	FW8	2.049	JS5	1.761	OP4	1.794	TC5	1.666
DW5	1.605	JS1	1.789	JS6	1.747	OP5	1.726	TC6	1.599
FW1	2.209	JS2	2.276	JS7	1.813	OP6	1.633	TC7	1.682
FW2	1.532	JS3	1.983	JS8	1.926	TC1	1.505	TC8	1.82

Source: Author's Smart PLS 4 Output, 2024

The Variance Inflation Factor (VIF), which has a maximum value of 5.00, is used to examine the degree of collinearity between each variable (Hair et al., 2014). All of the VIF values in Table 5 are less than 5, which

suggests that there is no collinearity between the predictors. This means no two or more independent variables are correlated and producing the same result.

Table 6. R Square (Coefficient of Determination Score)

	R-square	R-square adjusted
WP: Workers' Performance	0.326	0.319

Source: Author's Smart PLS 4 Output, 2024

A higher degree of predictive accuracy is indicated by the R² value of 0.326 (Table 6). This shows that 32.6% of the variation in the dependent construct (WP) can be explained by the independent constructs in the model (TC, JS, DW, and FW). The remaining 67.4% can be attributed to variables that the model did not account for. The study can conclude that the associated predictors in the model explain the dependent construct with

a very strong predictive power because the value is over the threshold level of 0.20. The adjusted R-squared value (0.319) is very close to the R-squared value, indicating that the model's explanatory power remains strong even when considering potential issues related to model complexity. The R² and adjusted R² suggest that the model is fit to explain the relationship.

Table 7: Model Fit

	Saturated model	Estimated model
SRMR	0.064	0.064
d_ULS	3.559	3.559
d_G	0.908	0.908
Chi-square	1869.766	1869.766
NFI	0.735	0.735

Source: Author's SmartPLS 4 Output, 2024

Standardized Root Mean Square Residual (SRMR) value of 0.064 for both saturated and estimated models shows a good fit, indicating a small difference between observed and predicted correlations. Squared Euclidean Distance (d_ULS) and Geodesic Distance (d_G) values: of 3.559

and 0.908 for both models show lower values indicating better and reasonable fit. Chi-square value of 1869.766 for both models measures the overall fit and discrepancy between the sample and fitted covariance matrices. A lower value indicates better fit, but it's sensitive to sample size.

Normed Fit Index (NFI) Value of 0.735 for both models suggests a moderate fit, indicating room for improvement in the model. The recommended range is between 0-1, with values > 0.9 indicating a good fit.

Table 7 shows the bootstrap path coefficients, T-values and P-values of the model to test the hypotheses formulated based on the study objectives.

Table 8. Bootstrapping Results Showing Path Coefficient for Structural Model

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Decision on Ho
DW: Different work pattern -> WP: Workers' Performance	0.242	0.246	0.062	3.874	0	Rejected
FW: Flexi working hours -> WP: Workers' Performance	0.235	0.233	0.073	3.238	0.001	Rejected
JS: Job Sharing -> WP: Workers' Performance	0.198	0.2	0.067	2.964	0.003	Rejected
TC: Telecommuting -> WP: Workers' Performance	0.049	0.065	0.057	0.853	0.394	Accepted

Source: Author's Smart PLS 4 Output, 2024

The coefficient of 0.242, 0.235, 0.198, and 0.049 indicate that every one unit change in DW, FW, JS, and TC cause WP to increase by 24.2%, 23.5%, 19.8% and 4.9% respectively. The T- values and the P-values are used to validate the formulated hypotheses. The T-values of 3.874 which is above the standard of 1.96 with the corresponding P-values of 0.000 for Different work pattern and Workers' Performance is below the significance level of 0.5. Thus, the study rejects the hypothesis that different work pattern has no significant impact on job performance of workers in FCT Abuja. Based on this, different work pattern (DW) has significant positive effect

on workers' job performance in FCT Abuja. This is consistent with the finding of Hashim, et al. (2017), Boltz et al. (2020), and Abdillah and Suharnomo (2022) which show that FWAs improve employee performance. More so, for Flexi working hours and Workers' Performance, the p-values of 0.001 is less than the significance level of 0.05 and the T-value is 3.238 is greater than 1.96 standard, suggesting a strong evidence to reject the null hypothesis that there is no significant impact of flexi-working hours on job performance of workers in FCT Abuja. This means flexi working hours has significant positive impact on the job performance of workers in

FCT Abuja. This finding is in agreement with the findings of Omotayo, et al. (2012), Mungania, et al. (2016), and Orishede and Ndudi (2020), which revealed that flextime is positively related to employee satisfaction and performance. The third relationship, Job Sharing and Workers' Performance has T-values of 2.964 (above standard of 1.96) and P-values of 0.003 (below the significance level of 0.5), providing a good evidence to reject the hypothesis that job sharing has no significant impact on job performance of workers in FCT Abuja. This result indicate that job sharing has significant positive impact on job performance of workers in FCT Abuja. The studies of Mwebi and Kadaga (2015), Mungania, et al. (2016), Orishede and Ndudi (2020), and Sasela1 and Agustian (2022) also discovered positive influence of division of labor (job sharing) on employee job performance. Lastly, the hypothesis that there is no significant impact of telecommuting on job performance of workers in FCT Abuja is accepted based on the T-values of 0.394 (below the standard of 1.96) and P-values of 0.394 (above the significance level of 0.5). Thus, this postulated that telecommuting has insignificant positive impact on job performance of workers in FCT Abuja. This outcome is contrary to Mwebi and Kadaga (2015), Orishede and Ndudi (2020), Agono (2022), and Joseph et al. (2023) findings that telecommuting has significant positive influence on employee performance.

Based on the above, the implications of the study for FCT workers include improved job performance where workers could potentially become more productive and efficient in their roles if given access to the

flexible options; better work-life balance resulting to reduce stress, increase job satisfaction, and potentially lower burnout rates; higher job satisfaction leading to improve employee retention rates which could reduce turnover costs and maintain institutional knowledge; attract potential employees, especially younger generations who often prioritize flexibility in their work arrangements; and more efficient use of office space and resources, potentially reducing operational costs for FCT offices. The finding reinforces existing theories like Social Exchange Theory, Job Demands-Resources model or Work-Life Balance theory as well as provides empirical evidence in the specific context of FCT Abuja, which could help in refining or expanding theories to account for cultural or regional factors in the effectiveness of FWA. The findings provide a solid foundation for FCT administrators and other organizations to design and implement FWA policies and strategies based on empirical evidence.

Conclusion and Recommendations

Grounded on the pragmatic findings, it is concluded that FWA (different work pattern, job sharing, and flexi working hour) has significant positive effect on the job performances of workers in FCT Abuja. It is therefore, recommended that both public and private organizations in FCT Abuja should promote differences in the way individuals organize and do their work by alternative work scheduling, flexible allocation of jobs, and periodically switching roles. This increase workers job performance as it allows different workers or teams to adopt unique patterns that suit their needs and

preferences not a one-size-fits-all approach to work. More so, management should increase the freedom of employees to determine when they start and end their workday. This gives them the opportunity to choose a work schedule that better suits their personal needs and lifestyle, attain natural peak productivity times and personal commitments, work-life balance, and performance targets. Additionally, the management should also encourage workers to share the responsibilities and tasks (workload) of a single full-time position so as to allow them work part-time hours. Through responsibility sharing, part-time

working, communication and coordination, overlapped period and flexibility, workers can have manageable work hours, better work-life balance, greater productivity and job performance. Finally, the organizations ought to facilitate working from home with the provision of necessary tools and support. Allows employees to work remotely using technology to connect with their colleagues, clients, and employers from independent locations anytime, reduce commuting, increase autonomy and flexibility and global collaboration that might enhance performance.

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