

**THE NEXUS BETWEEN FLEXITIME AND AFFECTIVE COMMITMENT OF BREWING
EMPLOYEES IN SOUTH EAST NIGERIA**

UGO, SUNDAY (PhD)
Department of Business Administration,
Nnamdi Azikiwe University, Awka

&

ONYILOFOR, TAGBO UCHENNA (PhD)
Steady Growth Nigeria Limited,
Lagos, Nigeria

&

PROF. HILDA E. OSISIOMA
Department of Business Administration,
Nnamdi Azikiwe University, Awka

&

ONWUKA, EBELE MARY (PhD)
Department of Business Administration,
Nnamdi Azikiwe University, Awka

Abstract

The employees in most brewing firms in South East Nigeria are often engaged in various tasks, working long hours, indeed, more than 48 hours per-week which makes it very difficult for them to strike a balance between personal and work lives. This paper explored the nexus between flexitime and affective commitment of brewing employees in South East Nigeria. Work-family border and boundary theory served as the theoretical framework. Descriptive survey research was adopted. A sample size of 371 was statistically generated from a population of 5027 employees of three major brewing firms in South-East Nigeria. Structured questionnaire was the main instrument for data collection. Generated data were analyzed using mean ratings, standard deviations and presented in tables. The hypothesis was tested using Pearson's Correlation Coefficient analytical technique. The findings revealed amongst others that there is a significant positive relationship between flexitime and affective commitment of brewing employees in South East, Nigeria with $r = 0.811$, and $p\text{-value} = 0.000$. The paper concluded that for any organization to maintain or command high level of employee commitment, implementation of flexitime flexibility where employees are fully aware of their job commencement and ending time must be prioritized. It recommended amongst others that the brewing industry should do more in the application of flexitime in order to secure more and sustain affective commitment from employees of the brewing firms.

Keywords: Affective commitment, brewing, employees, flexitime.

Introduction

The contemporary work environment is so dynamic that there is a high demand for workers who are experienced and skilled enough to improve the competitive advantage of the firms through higher product quality and lesser prices of goods to enable the firms to achieve strategic advantage in the industry. This can

be achieved through adequate provision of schedule flexibility with highly committed employees in order to enhance the desirable result. Fernandez-Rios, Rico, Martin and De la Corte (2015) assert that instituting flexible schedule is gaining a general opinion in human resource practice throughout Africa and Europe and is assumed a vital idea for managers to adopt in order to have a competitive advantage over other firms.

This concept enables workers to come early or late to work and perform a required standard number of hours without affecting the employee's health and organization's performance. Brewing firms seem to acknowledge the essence of schedule flexibility by offering employees various work flexibility options such as flexitime, compressed work-week, part-time work, job sharing etc in order to influence their commitment to higher performance. Mcpherson and Reed, (2007) observes that it enables brewing firms to create the employees ample opportunity to meet family or personal obligations during the day or reduce their commuting time as they can commence and end job before or after the rush hours which may be 9.00 am - 4.00 pm daily. Marcie, Christina and Elyssa (2009) were of the view that implementation of this help firms to reduce turnover of highly skilled and experienced employees, increase staff loyalty, devotion to duty, morale, reduce hiring cost and rate of absenteeism among employees. It is also believed not to only facilitate conducive work atmosphere and interpersonal relationship but equally influences employees' work pleasure in any task assigned within the time allotted for completion (Kossek, Kalliath & Kalliath, 2012).

Ahuja (2006) asserts that employees demonstrate their dedication and commitment to duty when the work is arranged in flexible hours, which facilitates easy accomplishment. He stressed that devoted employees honour organization's time schedule and perceive it as their responsibility or duty to remain committed while on the clock. Instead of being idle after finishing their first assignment, they could even find another way of being productive so as to ensure that the organizational set objectives are achieved. In other words, employee low commitment can be disastrous to brewing firms and possibly result to poor performance that could be observed through inferior or substandard products and higher cost of production. This can invariably affect their market share and profit both within and outside South-East Nigeria. Thus, flexitime is a predictor of employee commitment. Where this is lacking, employees are likely to show unwholesome attitude to work and even bound to be less committed to duty.

According to ILO (2010), employees in most brewing firms are often engaged in various tasks (jobs) that take longer hours than necessary in order to improve product quality and customer's satisfaction. Thus, affects the extent of commitment and often making it impossible for them to strike a balance between personal health and family needs. This challenge usually lead to employees seek of alternative work schedules like flexitime, compressed work-week, part-time work and job sharing in order to reduce stress and improve work life. It is against this backdrop that the paper examines the nexus between flexitime and affective commitment of brewing employees in South East Nigeria. This hypothesis is presented to guide the paper;

H_i: There is a significant positive relationship between flexitime and affective commitment of brewing employees in South East Nigeria.

Conceptual Review

Concept of Flexitime

Flexitime constitutes the first major divergence from the standardized 44 hours per-week, 9 to 5 hour work-week. The concept of allowing workers some individual choice as to starting and ending time was first introduced in Germany in 1967. At that time, flexitime was seen as a means of relieving transit and commute time problems. Shortly after, it started to gain adherents in Switzerland as a way to attract women with family responsibilities in the workforce. Hewlett Packard was generally credited with introducing flexitime in the United States in 1972, after having first tried it in a German division.

Flexitime is referred to a scheduling programme for full-time workers, which allows them to choose their starting and finishing times daily, provided the workers complete a stipulated number of hours (Kamau, Muleke, Mukaya and Wagoki, 2013). It is usually organized in this form: starting times; 7.30am; 8.00am;

9.00am or 9.30am and ending times; 4.30pm; 4.50pm; 5.50pm or 6.20pm. This work arrangement was introduced taking into consideration workers with childcare or elder-care arrangements and to meet the personal needs of those who are staying in remote or highly commute areas.

Flexitime is a working arrangement between employer and employee in which both agree to schedule the work flexibly, aiming to gain benefits to both parties. Coenen and Kok (2014) in their study on the impact of flexitime on individuals and organization found that flexitime has a positive significant impact to both employees and organization through improvement of job satisfaction and lower turnover intention among employees in the organization. In flexitime schedule arrangement, the employer provides alternative time for employees to determine their start and end time for their working day with certain numbers of hour the employees are required to work. The level of commitment is often high in the sense that the starting and ending times will lead to completion of the work stipulated for the day. Flexitime schedule arrangement influences employees' commitment to high performance as they work to satisfy both the organization, personal and family needs within the remaining hours of the day to attain to other problems outside the organization work environment. Here, employees put more effort to complete the daily tasks to enable them leave before or after the rush hour in order to attain to their individuals and family obligations (Galea, Houkes and De Rijk, 2013).

Flexitime schedule enables employers to provide a conducive work atmosphere where employees can demonstrate full commitment to higher performance thereby increasing their satisfaction and wellbeing and invariably reduce the rate of turnover intention in the organization (Wheatley, 2016). Although flexitime schedule can generate to economic loss as employees are not often rewarded financially for the entire job achieved daily (Nijp, 2012) but employees enhance their work-life balance.

Flexitime helps to improve firm's competition between recruitment level and workload or customer service demands, which influence the firm to open for longer hours thereby increasing the staff availability (Russell, 2009). Employees' level of confidence is always high when working under flexitime schedule as it reduces the level of work stress and improves the employees' physical and mental balance to the perception that they work efficiently and effectively with high level of coordination and determination in the firm.

Concept of Affective Commitment

Employee commitment is generally explain as a major variable that connects both employees and the firm as it relates to schedule flexibility in the manufacturing sector (Sharma and Bajpai, 2010). Employee commitment has been widely researched as a result of its key function as a major work attitude that direct, influence and determine the ways people regard their job in the firm especially firms where jobs are scheduled flexibly to improve sustainability (O'Reilly and Chatman, 1986). Employee commitment is a key parameter that measures the extent the employees are willing to work within the flexible hours. Wageeh (2014) in line with Mowday, Porter and Steers (1982) perceive employee commitment as an attitude emanating from the nature and interpersonal relationship between a worker and his firm.

Studies have shown that the stronger a worker can perceive the key values and purpose of his firm, the higher his level of commitment to flexible schedule. The outcome of employees' high level of commitment towards performing within the flexible schedule will lead to organizational effectiveness in the face of competitive and recessive economy. A notable component of commitment is the affective commitment.

Affective commitment has continued to be the most important aspect of employee commitment and the key indicator of commitment in relation with schedule flexibility. Eratheim (2006) defines affective commitment as employee state of emotional attachment to the firm and sensitivity to job experiences such as organizational support to flexible schedule. Affective commitment is the employee's psychological attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue to maintain their membership of the firm in the sense that they ought to do so. Wageeh (2014) conceives affective commitment as the sense of affection and feelings of attachment to a firm and links it with individual traits, organizational structure and work experiences. Affective commitment can also be referred to as emotional commitment signifying that employee willingness and hope to remain and

maintain membership of an organization in offering service within the flexitime. It is emotional attachment usually connected to a conducive work environment and relationships with the other workers. Dawley (2005) asserts that this emotional feedback connected with employee identity with the organization's identity and from its purely instrumental worth, it results in a situation where the workers need to persist in his relationship with the firm. Many workers will display affective commitment to the organization when they find that their goals are in consonance with that of the organization at the sometime and are ready to assist the organization to accomplish the goals (Ketchand and Strawser, 2001). Affective commitment is often regarded as a critical variable or factor connecting the organizations and their employees, which occurs when there, is involvement of employees in organizational decisions and provides persistent support to accomplish the goals and values for the organization (Meyer and Herscovitch, 2001). The employees in the brewing firms can only display affective commitment toward flexible schedule when they discover that their values and goals are link with the firms, which increases the degree of emotional attachment and identification with the firm. High productivity can only be record in the firms when employees work under flexible schedule with higher level of affective commitment. This desire to attain both their personal and organizational goals and aspiration will lead them to perform beyond the designated time without recourse to cost involved. The characteristics of the job determine the degree of employees' performance within the flexible schedule through higher affective commitment to achieve the desired organizational targets.

Nexus between Flexitime Schedule and Affective Commitment

Commitment is a feeling of dedication and willingness to work hard and retain a membership in the organization. Researchers have outlined three key components of organizational commitment, which include affective commitment, continuance commitment, and normative commitment (Meyer and Allen, 1991). However, employees' affective commitment will lead to employees knowing flexible hours to work within working days agreed in the employment contract in the organization. This is because affective commitment is an emotional attachment to the firm. Employees feel emotionally attached to ensure the successful performance of the organization job since flexitime schedule allows management to determine the start and end times of employees' working days, which indirectly influence the degree of employee affective commitment. When employees' job is more challenging and enrich, employees will be more satisfied and enthusiastic toward performing the job and are ready to remain with the organization especially when tasks are flexibly scheduled to influence their commitment to the firm. The way an organization designs its job has a positive or negative effect on the beliefs, feelings and attitude of the employee which invariably affect the degree to which employees are emotionally linked (affective commitment) to the success of the organization within the flexible hours (Faraji, Ramazani, Hedaiati, Aliabadi, Elhamirad and Valiee, 2015). Employees staying longer in the organization and perform within the flexible hours feel higher emotional attachment (affective commitment) and often develop a feeling of organizational identity and unity. This is because employees' level of commitment depends on the extent of skills and knowledge they have to work within the schedule hours. It also depends on the level of control and authority they have on the job, knowledge of different task requirement for the job completion and response they have in terms of job assessment by the superior considering the period of commencement and ending time of the task accomplishment.

A study conducted by Warner and Hausdorf (2009) found a positive significant relationship between flexitime schedule and affective commitment as it leads to increase in organizational citizenship behaviour and job satisfaction. The workers work better and have lower intention to quit the organization. In addition, a study by Duncan and Pettigrew (2012) found a positive relationship between flexitime work arrangement and affective commitment among employees especially women since there is increase in positive perception of work-family life balance for women when they work under flexitime schedule. Masuda, Poelman, Allen, Spector and Moreno-Velazquez (2012), asserts that flexitime is a policy in which the traditional fixed times that employees are allow some freedom to choose their starting and ending times in order to have other times to meet their personal and family commitment and provision facilitates their affective commitment. The implementation of flexitime is state's formally in rules and regulations of the firm or informally by joint

agreement with the manager. The availability of this work arrangement takes different forms as some firms often define a name of key hours every employee is expected to physically present in workplace with each employee choosing personally when to commence and end his day operation in the office (Shockley and Allen, 2012). However, firms may allow employees to vary commencing and ending times periodically or on daily basis but will focus on influencing employees' affective commitment.

Employee affective commitment can be assess using personal characteristics, organizational structure and characteristics of the employers and work experience. Organizational structure and characteristics are the key indicators of affective commitment as it has been found that decentralization of decision-making and formalization of policy and procedures have a positive impact on affective commitment. Many researchers have confirmed that organizational culture and employee degree of autonomy as affective commitment indicators have a positive relationship with flexitime schedule because organization characterized by a high degree of autonomy, employees have opportunity to work on the flexitime schedule (Siu, Baird and Blair, 2009; Faisal and Al-Esmael, 2014).

Theoretical Framework: Work-family Border and Boundary Theory

Clark propounded work-family border and boundary theory in the year 2000. This theory came as a result of challenges employees face to attain better work-life balance due to increase in schedule flexibility, changes in technology, individual and family responsibilities in multiple domains. Work-family border and boundary theory emphasizes that employees are border-crossers who make daily transitions between two worlds - the world of work and the world of family. This theory analyse the complex transition and interaction between two different worlds, which may have different cultures, and structures. In order to attain balance, employees manage, negotiate and shape the borders of work and home.

This theory is important in discussing schedule flexibility and employees level of commitment towards higher performance since workers can use flexible working hours in their work outside the determined work hours. Due to the fact that most employees experience role overload, they are expected to find strategies on how to integrate and segment their work and non-work life (Ashforth, Kreiner and Fugate, 2000). By integrating and segmenting work and family life balance there is a possibility that work-life conflict will be reduced to the barest minimum. However, without boundaries, flexible working hours may make a work to colonize the whole life of an employee.

However, boundary and border theories are beneficial when analyzing the relationship between schedule flexibility and work-life balance in one hand and employees' commitment in the other hand. The boundary theory helps to integrate and segment work and non-work life that will reduce work-life conflict, increase work family enrichment and probably lead to better work-life balance. Firms implement their daily time-tables in which certain hours are used for working and certain hours for doing other things. It is beneficial to integrate work and personal life and the flexibility helps to balance the different roles in life. Since work is part of life, it is necessary to draw clear boundaries because it is natural to find time for both and integrate other responsibilities in life.

The theory is suitable and relevant as it explains the tenets of flexitime and its relationship with commitment in brewing firms. It tries to ensure that employees make daily transition in order to achieve their personal and organizational goals at different time. Most brewing firms make provision for work flexibility to enable continuous production throughout the period. In so doing, both the firm and employees benefits, especially as the employee has time for his health and family life.

Methods

The research design adopted is descriptive survey. The study was carried out at three brewing firms in South East Nigeria and they are Nigerian Breweries Plc, Enugu; Guinness Breweries Plc, Aba and International Breweries Plc, Onitsha. The Nigerian Breweries Plc was incorporated in 1946. Its first bottle of beer- Star Lager rolled off the bottling lines of its Lagos Brewery in June 1949. Other breweries were subsequently

commissioned by the company including Aba Brewery in 1957, Kaduna Brewery in 1963 and Ibadan Brewery in 1982. In September 1993, the company acquired its site at Ameke in Enugu. Nigerian Breweries Plc. now has ten operational breweries from which its products are distributed to all parts of Nigeria, in addition to the malting plants in Aba and Kaduna. The company has a portfolio of high quality brands including Star Lager (launched in 1949), Gulder lager beer (1970), Legend Extra Stout (1992) Heineken lager (June 1988), Star Triplex (September 2015), Strongbow Cider (November 2015) and alcohol free drinks including Maltina (1976) in three varieties namely Maltina Sip-it (2005), in Tetrapak; Amstel malt (1991), Fayrouz in pear, pine apple and exotic flavour (2006), Climax Energy drink, Malta Gold (October 2011) etc. Most of the products are packed in returnable bottles and also all products are now available in cans; Fayrouz, Maltina and Amstel Malta are also produced in pet bottles.

International Breweries Plc is a brewing giant also known as SABMiller. They opened a new brewery in Onitsha, South-Eastern Nigeria and began operation in 2011. The company has an annual capacity of up to 500,000 hectolitres. The new brewery commenced the production of a new larger brand- Hero and other brands, like Trophy Lager, Grand Malt and Beta Malt. Within a short space of time, Hero beer wayed into the taste buds of beer drinkers in South-Eastern Nigeria. It became majority of Easterners choice beer and has posed a great threat to known brands and such has been christened “O’ Mpa” in reverence and as a mark of respect, (literally meaning father of beers).

The choice of these three brewing firms is because they have the largest number of customers within the country. The population is five thousand and twenty- seven (5027) employees of three (3) brewing firms in South-East Nigeria. That is, Nigerian Breweries Plc, Enugu 3194, Guinness Breweries Plc, Aba 1333 and International Breweries Plc, Onitsha 500 (Personnel Units of the Brewery Firms, December 2017). A sample size of three hundred and seventy-one (371) was determined using Taro Yamane formula and Bowley’s proportionate allocation technique was used to distribute the sample as shown in Table 1. Aside secondary sources of data like journals, textbooks, breweries publications etc, structured questionnaire was the primary source of data collection. Contents validation was carried out on the instrument and Cronbach alpha was used to ascertain its reliability. Three trained research assistants were used in the administration and collection of data. Out of 371 copies of questionnaire distributed, 360 which represent 97% response rate were properly filled/returned and used for analysis. They were analyzed using mean ratings, standard deviations and presented in tables. The hypothesis was tested using Pearson’s Correlation Coefficient analytical technique, which is denoted by r and its value is between $-1 < r < +1$ through the aid of SPSS version 20.

Table 1: Sample of Respondents from the Brewing Firms

S/N	Name of Brewing Firms	Location	Sample Population
1.	Nigerian Breweries Plc	Enugu	236
2.	Guinness Breweries Plc	Enugu	98
3.	International Breweries Plc	Onitsha	37
	Total		371

Source: Field Computation (2018)

Result

Presentation and analysis of responses on flexitime and affective commitment

Table 2: Flexitime Flexibility and Affective Commitment

S/N	Flexitime Flexibility	Mean	Std. Deviation	Remarks
1	Flexibility allows me to make time for myself and for things that are important to me	3.33	1.142	Accepted
2	My working hours allows me to run errands that can only be done during business hours	3.34	1.128	Accepted
3	My flexible working hours are extremely important to my mental wellbeing	3.31	1.141	Accepted
4	My flexible working hours enable me to work when it is most suitable for me	3.35	1.136	Accepted
5	I can work more effectively and efficiently and my work quality is now better	3.49	1.180	Accepted
Affective Commitment				
1	I would be very happy to spend the rest of my career in this organization because my goals are in agreement with its goals	3.33	1.133	Accepted
2	My relationship with my fellow workers is so cordial that I look forward to work	3.32	1.131	Accepted
3	I really feel as if the organization problems are my own	3.32	1.127	Accepted
4	I feel emotionally attached to this organization	3.31	1.131	Accepted
5	I fell a strong sense of belonging to my organization	3.30	1.131	Accepted

Sources: Field Survey (2018)

Hypothesis Result

Table 3: Correlation coefficients between Flexitime and Affective Commitment

Correlations			
		Flexitime flexibility	Affective commitment
Flexitime flexibility	Pearson Correlation	1	.811**
	Sig. (2-tailed)		.000
	N	360	360
Affective commitment	Pearson Correlation	.811**	1
	Sig. (2-tailed)	.000	
	N	360	360

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

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811 ^a	.682	.669	.64572

a. Predictors: (Constant), Flexitime flexibility

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	339.476	1	339.476	809.170	.000 ^b
	Residual	167.814	359	.420		
	Total	507.290	360			

a. Dependent Variable: Affective commitment
 b. Predictors: (Constant), Flexitime flexibility

Table 2 shows result of the analysis of flexitime flexibility and affective commitment. The mean ratings and standard deviations of the statements under flexitime flexibility and affective commitment are all accepted. However, the result of the correlation between flexitime and affective commitment is as shown in table 3. The correlation coefficient between the two variables is 0.811. This implies that there is a strong positive relationship between flexitime flexibility and affective commitment among employees of brewing firms in South East, Nigeria. This correlation is statistically significant at 5 percent level with a p-value of 0.00. Thus flexitime increases employees’ affective commitment among employees of brewing firms in South East, Nigeria. A regression of affective commitment on flexitime flexibility affirmed the result of the correlation analysis as the regression coefficient (0.91) is statistically significant from zero with the R square of the regression showing that 68.2 percent of variation seen in affective commitment is accounted by flexitime flexibility.

Discussion

Having established the reliability of the study, the test of relationship was carried out to ascertain the level of correlation that exists amongst the selected variables using the Karl Pearson’s Product Moment Correlation test. The test showed a result that was both positive and significant (r= 0.811, p-value = 0.000). This result implies that the alternate hypothesis is accepted, while the null hypothesis is rejected, thus, flexitime has a positive significant relationship with affective commitment of employees in Brewing firms

in South East, Nigeria. This relationship could also be said to be significant and direct. This is because as flexitime increases, affective commitment of brewing employees' increases as well.

The positive relationship discovered between flexitime and the level of employees' affective commitment is widely supported by many authors (Khan, et al, 2016; Masuda, et al 2012; Duncan and Pettigrew, 2012; Warner and Hausdorf, 2009). Flexitime is also one of the key schedule flexibility factors that cut across a wide spectrum of organizational behaviour literature, either way, whether it is because of too much task, autonomy, satisfaction or retention. The result is in consonance with findings of the above researcher because employees' affective commitment focused on their psychological intention to remain with the firms as far as the firms continue to exist.

Conclusion

Based on the result of the analysis, the paper argues that there is a positive significant relationship between flexitime and affective commitment among employees of Brewing Firms in South East, Nigeria with the values ($r = 0.811$, and $P\text{-value} = 0.000$). It therefore concludes that the brewing industry in Nigeria and particularly in South East adopts flexitime based on the nature of work and environmental conditions as a means of securing employee commitment. In other words, for any organization to maintain or command high level of employee commitment, implementation of flexitime flexibility where employees are fully aware of their job commencement and ending time must be prioritized.

Recommendations

Based on the findings and conclusion, the following recommendations are made:

1. The brewing industry should do more in the application of flexitime in order to secure more and sustain affective commitment from employees of the brewing firms.
2. Managers of brewing firms should be more interested in dealing with job sharing in order to continue to enjoy loyalty amongst their employees. The essence of job sharing is that it breeds under employment, which is better than unemployment.

References

- Ahuja K (2006). Personnel management; 3rd edition, New Delhi. India Balyani publishers.
- Ashforth, B. K; Kreiner, G. E. & Fugate, M. (2000). All in a day's work: Boundaries and micro role transitions. *Academy of Management Review*, 25, 472-491.
- Coenen, M. E. & Kok, R.A.W. (2014). Workplace flexibility and new product development performance: The role of telework and flexible hour schedules. *European Management Journal*, 32(4), 664-576.
- Dawley, R.S (2005). Dimensionality of organizational commitment in volunteer workers: Chamber of commerce board members and role fulfilment. *Journal of Vocational Behaviour*, 67, 511-525.
- Duncan, K.A. & Pettigrew, R. N. (2012). The effects of work arrangements on perception of work-family balance. *Community, Work and Family*, 15(4), 403-423.
- Faraji, O; Ramazani, A.A; Hedaiati, P; Aliabadi, A; Echamirad, S. & Valiees, A. (2015). Relationship between job characteristics and organizational commitment: A descriptive analytical study. *Iran Red Crescent Medical Journal* 17 (11).
- Fernandez- Rios, M; Rico, R. Martin, R.S & Dela Corce, L (2015). Spanish in firms' flexibility. *Psicothema*, 17 (4); 620-626.
- Galea, C; Houkes, I. & DeRijk, A. (2013). An insider point of view: How a system of flexible working hours helps employees to strike a proper balance between work and personal life. *The International Journal of Human Resource Management*, 25(8), 1090-1111.
- Kamau, J. M; Muleke, V; Mukaya, S.O. & Wagoki, J. (2013). Work-life balance practices on employees' job performance at Eco bank, Kenya. *European Journal of Business and Management*, 5 (25).
- Ketchand, A. A. & Strawser, J. R. (2001). Multiple dimensions of organizational commitment implications for future accounting research. *Behavioural Research in Accounting*, 11, 221-261.

- Khan, R.A.G; Khan, F. A. & Shaked, M. (2016). Impact of flexible scheduling on employee performance regarding stress and work-family conflict. *Far East Journal of Psychology and Business*, 4 (3), 1-14.
- Kossek, E.E; Kalliath, T, & Kalliath, P. (2012). Achieving employee wellbeing in a changing work environment. *International Journal of Man Power*, 33(7), 738-753.
- Marcie, P; Chritina, M. & Elyssa, B. (2009). Workplace flexibility: Findings from the age and generations study.
- Masuda, A. D.; Poelmans, S. A. Y; Allen, T.D.; Spector, P. E. & Moreno-Velazquez, I. (2012). Flexible work arrangements availability and their relationship with work-to-family conflict, job satisfaction and turnover intentions: A comparison of three country clusters. *Applied Psychology of International Review*, 61(1), 1-29.
- Meyer, J. P. & Allen, N. J. (1991). A three component conceptualization of organizational commitment human resource. *Management Review*, 1, 62-89
- Mowday, R; Porter, L. & Steer, R. (1982). Employee organization linkages: The psychology of commitment, absenteeism and turnover. New York, academic press.
- Nijp, H; Beckers, D; Geurts, S; Tucker, P. & Kompier, M. (2012). Systematic review on the association between employee work-time control and work-non-work balance, health and wellbeing and job-related outcomes. *Scandinavian Journal of Work Environment and Health*, 38(4), 299-313.
- O'Reilly, L. C. & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification and internalization on pro-social behaviour. *Journal of Applied Psychology*, 71(3), 492-499.
- Russell, H; O'Connell, P. J. & Miginnity, F. (2007). Impact of flexible working arrangement on work-life conflict and work pressure in Ireland. *Gender Work and Organization*, 16 (1)
- Sharma, J. & Bajpai, N. (2010). Organisational commitment and its implementation on job satisfaction of employees: A comparative study in public and private sector in India. *International Bulletin of Business Administration*, 9, 7-19.
- Shockley, K. M. & Allen, T. D. (2012). Motives for flexible working arrangement use. *Community, Work and Family*, 15(2), 217-231.
- Wageeh, A. N. (2014). Assessing employee attitudes towards organizational commitment and change: The case of King Faisal hospital in Al-Taif Governorate Kingdom of Saudi. *Arabia Journal of Management and Sustainability*, 4 (1), 204-219.
- Warner, M. A. & Hausdorf, P. A. (2009). The positive interactions of work and family roles: Using need theory to further understand the work-family interface. *Journal of Managerial Psychology*, 24(4), 372-385
- Wheatley, D. (2016). Employee satisfaction and use of flexible working arrangements. *Work, Employment and Society*.