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**FLEXIBLE WORK PRACTICES AND AFFECTIVE COMMITMENT OF NURSES IN SELECTED
 GENERAL HOSPITALS IN AKWA IBOM STATE**

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Abstract

This study investigates the impact of flexible work practices on nurses' affective commitment in general hospitals in Akwa Ibom State, with a particular focus on job sharing and flexi time arrangements. A survey research design was adopted, targeting a population of 432 nurses from selected hospitals. Using a stratified sampling technique, a sample size of 208 nurses was drawn. Data were collected through structured questionnaire administered to the respondents, and analysed using simple regression analysis. The results revealed that job sharing had a significant positive influence on nurses' affective commitment, with an R^2 value of 0.301. Similarly, flexi time also showed a significant positive effect, with an R^2 value of 0.376. Overall, flexible work practices accounted for a significant portion of the variance in affective commitment. Based on these findings, the study concluded that flexible work arrangements significantly influence nurses' affective commitment in General Hospitals in Akwa Ibom State. Therefore, recommended that hospital management promote job sharing and allow flexi time options as strategies to enhance nurses' commitment to their duties.

Keyword: Flexible Work Practices, Job Sharing, Flexi Time and Nurses Affective Commitment.

JEL Classification: M54, J41, M50, M12.

1. Introduction

Certain jobs require exceptional work arrangements to enable employees to perform their duties effectively. One increasingly important approach is the adoption of Flexible Work Practices. In sectors like healthcare, particularly in Nigerian public hospitals, employees often attend to in-patients beyond the traditional working hours of 8:00 a.m. to 4:00 p.m., necessitating adaptable schedules.

Globally, many countries have embraced flexible work practices in response to evolving workforce expectations and operational demands. This shift reflects a growing recognition that rigid schedules no longer suit modern organisational needs. As societal values and employee expectations continue to change, flexible work practices have become essential for attracting and retaining top

talent capable of driving organisational success (Pavlova, 2019). Thus, flexible work practices are no longer just optional perks but strategic necessities.

The concept of flexible work practices has no universally accepted definition. However, it generally refers to how work, working hours, work location, and work patterns are organised to help employees balance their professional and family lives. It's often involve variations in work location, time, and patterns. These may include job sharing and flexi time which enable employees to better manage work-life balance (Kecklund *et al.*, 2017; Angayarkanni *et al.*, 2024).

Flexi time allows employees to adjust their working hours within organisational guidelines, offering greater control over their schedules. Similarly, job sharing divides one full-time role between two part-time employees, with

compensation based on each individual's contribution. Both of these flexible work practices aim to improve work-life balance and can, as research suggests, enhance employee commitment (Lippe *et al.*, 2024; Rayyaan, 2024).

Affective commitment is defined as an employee's emotional attachment to and identification with the organisation. It influences workplace behaviour, including punctuality and dedication (Im *et al.*, 2015). In general hospitals, nurses who are affectively committed often display positive attitudes, report to work on time, and consistently strive to deliver quality care. In contrast, continuance commitment is driven by perceived costs of leaving, such as loss of income, benefits, or social ties (Gellatly *et al.*, 2014).

Staff commitment in the health sector is necessary due to the vital role healthcare plays in national development and well-being of the citizens. In Nigeria, the public health sector has struggled with low levels of worker engagement, as seen by lateness, absenteeism, and other negative work attitudes. In addition to these specific concerns, the sector has seen periodic industrial action as a result of disagreements between government officials and labour unions, which has harmed the morale and commitment of health workers, notably nurses. Given the nature of healthcare services, which demands 24-hour availability, particularly in general hospitals, hospital management board has adopted more flexible work practices such as work shifts, job sharing, and flexi time arrangements. These procedures are intended to ensure continuous service delivery while also meeting the personal requirements of personnel. Work shifts allow nurses to alternate responsibilities and provide round-the-clock care. Job sharing alters traditional work hours by distributing jobs among nurses, whereas flexi time allows for collaborative scheduling of responsibilities.

Despite the deployment of these flexible work practices, most of the discussion about weak staff commitment in the health sector has focused on external concerns such as low pay and benefits. Internal organisational aspects, particularly work scheduling procedures, remain largely unexplored. This lapse raises serious concerns about the degree to which flexible work practices influence nurses' affective commitment to their organisation. The

aforementioned challenges attracted the curiosity of researchers to examine the influence of flexible work practices on the affective commitment among nurses in selected general hospitals in Akwa Ibom. The main objective of this study was to investigate the influence of flexible work practices on nurses' affective commitment in general hospitals in Akwa Ibom State.

H₀₁: There is no significant positive influence of job sharing on Nurses' affective commitment in general hospitals in Akwa Ibom State.

H₀₂: There is no significant positive influence of flexi time on Nurses' affective commitment in general hospitals in Akwa Ibom State.

2. Literature Review

2.1 Conceptual Definitions

2.1.1 Flexible Work Practices

There is no universally definition of flexible work practice in modern organizations. However, it generally encompasses the location where work is performed, the manner in which tasks are carried out, and the conditions shaping interactions between organizations and their external environments. According to Gonsalves (2020), flexible work environments often include variations in when employees begin and end their workday. Similarly, Mgbemena *et al.* (2022), define flexible work as a set of policies, programs, and practices that provide employees with greater autonomy over how, when, and where they fulfill their duties.

In practice, some organisations allow employees to start work as early as 6:30 a.m. and finish by 4:30 p.m., while others adhere to a standard 8:00 a.m. to 4:30 p.m. schedule. Despite these differences, flexible work practices operate within the boundaries of organisational policies and are intended to remain aligned with institutional goals (Vroman, 2020).

The advantage of flexible work practices lies in their potential to improve employees' work-life balance. Originally, such practices were introduced to assist individuals struggling with job demands due to family responsibilities (Angayarkanni *et al.*, 2024). These practices provide both stability and adaptability, allowing employees to stay productive

even when managing personal obligations.

Kim *et al.* (2020) identify four key dimensions of workplace flexibility: continuity, location, timing, and intensity of work. By enabling employees to adjust their start and end times, organisations can help reduce stress and foster a more harmonious integration of professional and personal life. However, it is important to note that employees using flexible work options are still expected to align with organisational objectives, ensuring that both performance and productivity remain uncompromised.

2.1.2 Job Sharing

Job sharing is a form of flexible work practices that divides one full-time role between two part-time employees who share responsibilities, hours, and benefits. This practice, gaining popularity since the 2000s, responds to increasing demand for work-life balance, especially among working mothers (Ogunribido *et al.*, 2023). Scholars highlight its benefits in various sectors, such as healthcare, manufacturing, and education, citing increased flexibility, job satisfaction, and employee engagement (Mwiti *et al.*, 2022). The practice fosters collaboration and professional growth through shared experiences and skills. Despite its potential, job sharing faces obstacles. Traditional preferences for full-time work, economic considerations, and challenges in finding compatible partners limit its broader adoption (Darshana & Tamilmaran, 2024).

Public sector institutions are more open to job sharing than private ones, particularly in roles held by experienced professionals seeking flexibility (Ogunribido *et al.*, 2023). It is especially prevalent in healthcare, where the need for continuous care and the high proportion of female staff make it ideal. Nurses, for instance, benefit from shared workloads and improved work-life balance (Im *et al.*, 2017). Branine (2004) notes that job sharing can be task-specific or collaborative, depending on the setup. Studies have indicated a positive impact of job sharing on organisational performance across various sectors. Minabere (2020) found out that job sharing enhances performance of telecommunication companies in Rivers State, Nigeria in Nigeria. In the same vain, Olaosebikan et al.(2023) demonstrated that job sharing fosters performance of Micro and

Small Scale Enterprises in Ondo State However, for job sharing to succeed, it must be carefully designed with compatible participants and effective communication (Ogunribido *et al.*, 2023). Though underutilized, job sharing presents a viable solution for flexible, inclusive workplaces.

2.1.3 Flexi time

Flex time offer employees the opportunity to modify their working hours beyond traditional schedules, enhancing their control over work-life balance (Musinga, 2020). Such flexibility is linked to increased innovation, commitment, job satisfaction, and employee retention, particularly when technology and knowledge-driven roles are involved (Sharma, and Gaur, 2023). Musinga (2020) emphasize that flexible schedules allow for better management of both work and family responsibilities, thereby supporting work-life balance.

Beyond individual benefits, researchers have also highlighted the organisational advantages of adopting flexible work arrangements. Austin-egole *et al.* (2023) argued that flexible work systems when strategically implemented align with organizational goals and enhance overall performance. Singh (2023) supports this view, noting that flexible arrangements can reduce absenteeism and promote innovation. Organizations facing internal conflict often adopt these practices to enhance productivity and organizational cohesion (Austin-egole *et al.*, 2020).

Spieler *et al.* (2017) define flex time as a model where employees choose their start and end times, built around a fixed "core time" when all staff must be present. The application of flexi time is not uniform and often reflects industry-specific demands. For instance, in healthcare settings, core hours often align with peak patient demand (Berkery, *et al.*, 2020). Research highlights that flexi time positively influences employee attitudes and performance. In particular, Omotayo (2012) opined that organizations find it profitable to adopt a flexitime policy in order to relieve employees of some family or domestic burdens, with the resulting motivational benefits leading to increased employee performance.

2.1.4 Affective commitment

Affective commitment is an employee's emotional attachment to, identification with, and involvement in

their organisation. This deep emotional bond often manifests through consistent and observable workplace behaviors, such as punctuality, dedication, and a proactive attitude toward service delivery. For instance, nurses in general hospitals who exhibit high levels of affective commitment are typically those who arrive on time, demonstrate genuine care for patients, and consistently contribute to the delivery of high-quality healthcare services (Santos *et al.*, 2016).

This commitment, however, extends beyond just outward behavior. It is also shaped by a range of internal and contextual factors, including demographic characteristics, work experience, and the extent to which employees find meaning in their roles (Santos *et al.*, 2016, Ullah *et al.*, 2020). Noraazian and Khalip (2016) identified three core components that drive affective commitment: a strong alignment with organisational values, a willingness to go the extra mile, and a sincere desire to remain with the organisation over time. These components help explain why some employees feel a stronger emotional tie to their workplace than others.

Affectively committed employees are not only loyal and dependable; they are also more likely to demonstrate creativity, share innovative ideas, and take initiative in solving problems (Noraazian and Khalip, 2016). Their emotional investment in the organisation fosters a sense of ownership and responsibility, which often translates into proactive efforts to enhance team performance and support long-term organisational goals. Thus, affective commitment not only benefits individual performance but also contributes significantly to overall organizational effectiveness.

2.2 Theoretical Framework

The Spillover Theory, first proposed by Piotrkowski, (1979) offers critical insights into the interplay between employees' work and family lives. The theory posits that employees' family-related and job-related factors must be balanced to enhance organizational outcomes such as customer satisfaction and to reduce employee turnover (Wayne *et al.*, 2017). Essentially, the theory highlights the need for equilibrium between personal and professional domains, advocating that stress and satisfaction in one area can significantly affect the other.

Greenhaus and Powell (2016) expanded on this theory by emphasizing that effectively managing work-related factors can positively influence employees' family lives, resulting in overall well-being and satisfaction. They further stressed that stress, emotions, and attitudes stemming from work and family roles are deeply interconnected, influencing employees' capacity to maintain flexibility in their work arrangements. Their work underscores the importance of addressing social and psychological imbalances that arise from competing demands in both spheres.

Supporting this perspective, Rodriguez-Muñoz (2013) argued that stress experienced in one environment, whether work or home, tends to "spill over" into the other, impacting overall performance and well-being. Hart suggested that organizations should implement measures to mitigate this crossover effect to prevent negative impacts on both family and work-related responsibilities. Similarly, Matthews *et al.* (2018) reinforced the theory by highlighting that behaviors and emotions in one organisational context inevitably influence other work environments, thus shaping employee productivity and engagement.

Further research warns that if these spillover effects are not properly managed, they may significantly undermine employee productivity and satisfaction (Ratnaningsih, 2024). This reinforces the need for flexible work practices as a strategic approach to address these challenges. The Spillover Theory is therefore fundamentally aligned with the concept of flexible work arrangements. It underscores the reciprocal relationship between work-life balance and employee outcomes such as commitment, job satisfaction, and productivity. By providing flexibility, organisations can better accommodate employees' personal needs while supporting their psychological well-being, enabling them to fulfill their work responsibilities more effectively. Ultimately, flexible work arrangements serve as a practical application of the Spillover Theory, helping to foster a supportive environment that nurtures employee engagement and organizational success.

2.3 Empirical Review

Etim *et al.* (2024) conducted a study to examine the impact of work-life balance on employee commitment within the Nigeria Immigration Service,

Akwa Ibom State Command. The researchers adopted a survey research design and selected a sample of 203 respondents from a total population of 413 officers in the command. Data were analysed using descriptive statistics, including frequencies and means, while multiple regression analysis was employed to test the study's hypotheses. The findings indicated that flexible work arrangements (FWA) had a statistically significant positive effect on employees' job commitment. Similarly, wellness programmes were also found to significantly influence employee commitment. Based on these results, the study concluded that work-life balance practices play a crucial role in enhancing employee commitment, even within a regimented organization such as the Nigeria Immigration Service. Ikwor, and Chikwe, (2024) investigated the relationship between workplace flexibility and employee performance in oil and gas companies in Rivers State, Nigeria. Employing a cross-sectional research design, the study targeted 237 employees across five leading firms in the sector. Data were collected through a standardized questionnaire and analyzed using the Spearman Rank Order Correlation Coefficient. The results revealed a strong positive correlation between flexible work arrangements, such as telecommuting and flexible hours and key performance indicators, including teamwork and adaptability. The study concluded that flexible work practices can significantly enhance employee performance and overall organisational effectiveness.

Andeayo *et al.* (2024) examined the impact of flexible work practices on employee performance within Nigeria's Information and Communication Technology (ICT) sector, focusing specifically on job sharing and telecommuting as dimensions of flexible work. Employee performance was treated as the dependent variable. The study employed a cross-sectional survey design and collected primary data using self-administered questionnaires. The target population included employees, management staff, and unit heads of the National Information Technology Development Agency (NITDA), North-East Zonal Office, Gombe State. Using the Krejcie and Morgan (1970) sampling table, a sample size of 54 respondents was determined from a total population of 67. To ensure the credibility of the research instrument, validation was conducted

through supervisor review, and reliability was confirmed via Cronbach's Alpha, with all item scores exceeding the acceptable threshold of 0.70. Data analysis involved testing hypotheses using Spearman's Rank Order Correlation at a 95% confidence level and a 0.05 significance level. The results indicated a significant positive relationship between flexible work practices and employee performance.

Bett *et al.* (2022) examined the relationship between flexible work arrangements and employee performance in agricultural co-operatives in Kericho County, using spillover theory as the theoretical framework. The study adopted a correlational research design, targeting all 210 employees in the co-operatives, from which a sample of 137 respondents was selected. Primary data were collected through structured and unstructured questionnaire. Descriptive statistics (means and standard deviations) were used to summarize the data, while correlation analysis tested the relationship between flexible work arrangements and employee performance. The study found that flexibility was implemented through employee reorganization, schedule adjustments, and developmental shifts. Results showed a strong, positive correlation between flexible work arrangements and employee performance ($R = 0.801$, $p < 0.05$).

Mwiti *et al.* (2022) investigated the impact of job sharing on employee performance in public universities within the Mount Kenya region. The study targeted a population of 3,012 staff members, both teaching and non-teaching and used a sample size of 353 respondents, determined using Yamane's formula. A descriptive research design guided the study, with questionnaires serving as the primary data collection tool. To ensure the reliability and validity of the instrument, a pilot study was conducted at a public university outside the Mount Kenya region. Data were analyzed using both descriptive statistics (frequencies, percentages, means, standard deviations, and graphs) and inferential statistics, specifically a multiple regression model. The findings revealed a significant positive relationship between job sharing and employee performance ($\beta = 0.247$, $p = 0.000$). Based on this, the study concluded that job sharing enhances performance among university staff.

Musinga (2020) examined the effect of flexi time on employee performance in financial institutions in Kericho Town, Kenya. The study employed a descriptive survey design and used Pearson correlation to assess the relationship between flexi time and employee performance. A mixed-methods approach was adopted, involving a census of 29 financial institutions, which were stratified into categories. From each institution, one respondent was selected from the Human Resources department, Sectional Heads, Cashiers, and Operations Managers using convenience sampling, resulting in a total sample of 116 respondents. Data were collected through questionnaires. Validity was ensured through expert review, while reliability was confirmed with a Cronbach's alpha coefficient of 0.801. The findings showed a strong positive correlation between flexi time and employee performance ($r = 0.657$, $p = 0.000$), indicating that flexi time significantly enhances employee performance in financial institutions within Kericho County.

3. Methodology

3.1 Research Design

This study employed a survey research design, selected for its effectiveness in collecting primary data directly from the target population.

3.2 Population of the Study

The study population comprised all nurses employed at four general hospitals in Akwa Ibom State: Ikot Ekpene (158 nurses), Abak (86), Etinan (67), and Uruan (91). These hospitals were selected based on their expressed willingness to participate in the research and their recent prioritisation by the Akwa Ibom State Government. Notably, these facilities have received substantial support in the form of increased funding and infrastructure upgrades, positioning them as leading public health institutions in the state.

Table 1: Population of Nurses in Selected General Hospitals

S/N	Selected General Hospitals	Number of Nurses
1.	General Hospital, Ikot Ekpene	168
2.	General Hospital, Abak	96
3.	General Hospital, Etinan	77
4.	General Hospital, Uruan	91
Total		432

Source: Payroll, Surveyed General Hospitals

3.3 Sample Size Determination

In order to determine the sample size for this study, Taro Yamane's sample size technique was used as shown below:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n	=	Sample size
N	=	Population
e	=	Sampling error (0.05)
1	=	Constant

Applying the formula:

$$\begin{aligned}
 &= \frac{432}{1 + 432(0.05)^2} \\
 &= \frac{432}{1 + 432(0.0025)} \\
 &= \frac{432}{1 + 1.08} \\
 &= \frac{432}{2.08} \\
 &= 207.6 \\
 &= 208
 \end{aligned}$$

3.4 Data and Sources

This study utilised both primary and secondary data sources. Primary data were obtained through direct observations and the administration of questionnaire, with a particular focus on nurses working in the selected hospitals. Secondary data were gathered

from academic journals, previous research studies, and other relevant literature.

3.5 Research Instrument

A structured questionnaire served as the primary data collection instrument for this study. Designed to gather firsthand information aligned with the research objectives, the questionnaire comprised items based on a modified 5-point Likert scale. These items focused specifically on the study's key variables: flexible work practices (independent variable) and affective commitment (dependent variable). Respondents were asked to indicate their level of agreement with each statement using the following scale: 5 – Strongly Agree, 4 – Agree, 3 – Disagree, 2 – Strongly Disagree, and 1 – Undecided.

3.6 Reliability Test of Research Instrument

In this study, the designed questionnaire instrument was subjected to a reliability test using Cronbach's Alpha. The first test yielded a result of 0.807, while the second test produced a value of 0.803. These results indicate a high level of internal consistency and suggest that the instrument is reliable. According to Kılıc (2016) a Cronbach's Alpha value of 0.7 or higher is generally considered acceptable for demonstrating reliability.

3.7 Method of Data Analysis

The data collected for the study were analyzed using simple regression analysis, which was employed to test the research hypotheses and evaluate the strength and nature of the relationships between the variables.

3.8 Model Specification

Model was developed in line with the hypotheses as follows:

Model 1

$$NAC = f(JS) \quad (1)$$

$$NAC = \beta_0 + \beta_1 JS + e \quad (2)$$

Model 2

$$NAC = f(FT) \quad (3)$$

$$NAC = \beta_0 + \beta_1 FT + e \quad (4)$$

Where:

NAC = Nurses' Affective Commitment

β_0 = Intercept of the equation

JS = Job Sharing

FT = Flexi Time

β_0 & β_1 = Coefficient of independent variables

e = Error term

4. Results and Discussion

4.1 Data Presentation

Questionnaire Administered and Retrieved

Table 2: Analysis of Questionnaire Administration and Response Rate

General Hospital	Copies of Questionnaire Administered	Copies of Questionnaire duly filled and Returned	Percentage (%)
General Hospital, Ikot Ekpene	81	62	76.54
General Hospital, Abak	46	35	76.09
General Hospital Etinan	37	24	64.86
General Hospital, Uruan	44	33	75.00
Total	208	154	73.1

Source: Researcher's compilation of Questionnaire administration and response rate.

Table 2 shows that a total of two hundred and eight (208) copies of the questionnaire were administered to research participants in selected general hospitals in Akwa Ibom State. Out of the administered number, one hundred and fifty-four (154) copies were duly filled and returned. This gave an average of 73.1% response rate. The analysis in this study was based on this response rate.

Hypothesis 1

H₀₁: There is no significant positive influence of job sharing on nurses affective commitment in general hospitals in Akwa Ibom State.

H₁₁: There is a significant positive influence of job sharing on nurses affective commitment in general hospitals in Akwa Ibom State.

Table 3: Regression Analysis Result on the influence of job sharing shift on nurses' affective commitment in general hospitals in Akwa Ibom State

Model Summary							
Model	R	R Square		Adjusted R Square	Std. Error of the Estimate		
1	.549 ^a	.301		.271	1.36214		
Goodness of Fit ^a							
Model		Sum of Squares		Df	Mean Square	F	Sig.
	Regression	68.675		1	1311.128	3.366	.000 ^b
	Residual	17.141		152	139.115		
	Total	85.816		153			
Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
		B	Std. Error	Beta			
	(Constant)	0.481	.429		1.037	.000	
	Job Sharing	.573	.237	.524	2.418	.000	

a. **Predictors:** (Constant), job sharing; b. **Dependent Variable:** Nurses' affective commitment

Source: Researcher's Computation

Table 3 presents the results of the regression analysis examining the influence of job sharing on nurses' affective commitment in general hospitals in Akwa Ibom State. The model yielded an R^2 value of 0.301, indicating that job sharing accounts for 30.1% of the variance in nurses' affective commitment. Additionally, the model demonstrated a good fit, with statistical significance at the 95% confidence level ($p < 0.05$). This result confirms that the relationship between job sharing and nurse's affective commitment is statistically significant. Based on these findings, the null hypothesis, stating that job sharing has no significant positive influence on nurses' affective commitment was rejected.

Therefore, it is concluded that job sharing significantly and positively influence nurses' affective commitment in general hospitals in Akwa Ibom State.

4.2 Hypotheses Testing

Hypothesis 2

H₀₂: There is no significant positive influence of flex-time on nurse's affective commitment in general hospital in Akwa Ibom State.

H₁₂: There is a significant positive influence of flex-time on nurses' affective commitment in general hospital in Akwa Ibom State.

Table 4: Regression Analysis Result on the influence of flexi time on nurses' affective commitment in general hospitals in Akwa Ibom State.**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.613 ^a	.376	.338	1.03874

Goodness of Fit ^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	26.653	1	1061.4187	2.643	.000 ^b
Residual	66.278	152	191.592		
Total	92.931	153			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.123	.331		1.196	.000
	Flexi time	.701	.302	.597	2.321	.000

a. Predictors: (Constant), Flexi time; Dependent Variable: Nurses' affective commitment

Source: Researchers Computation

Table 4 presents the results of a regression analysis examining the impact of Flexi time on nurses' affective commitment in general hospitals across Akwa Ibom State. The model summary revealed a coefficient of determination (R^2) of 0.376, indicating that approximately 37.6% of the variance in nurses' affective commitment can be explained by the implementation of flexi time. Additionally, the model demonstrated a good fit at the 95% confidence level, with a p-value less than 0.05. This statistical significance confirms that flexi time has a significant and positive influence on nurses' affective commitment. Consequently, the null hypothesis which states that there is no significant positive influence of flexi time on affective commitment was rejected. It is therefore concluded that flexi time significantly and positively influence the affective commitment of nurses in general hospitals in Akwa Ibom State.

4.3 Discussion of Major Findings

The main objective of this study was to investigate the impact of flexible work practices on nurses' affective commitment in general hospitals in Akwa Ibom State. Based on the data analysis, the findings are presented

in line with the research hypotheses.

Hypothesis one stated that there is no significant positive influence of job sharing on nurses' affective commitment in general hospitals in Akwa Ibom State. However, the results from the hypothesis testing indicated a statistically significant positive influence of job sharing on nurses' affective commitment. On the strength of this, the null hypothesis was rejected. These findings suggest that job sharing enhances nurses' emotional attachment and commitment to their organisations. This outcome aligns with the study by Mwiti *et al.* (2022), which found a significant positive relationship between job sharing and employee performance in public universities within the Mount Kenya region. To further reinforce the findings, Minabere (2020) and Olaosebikan *et al.* (2023) found out that job sharing enhances performance of telecommunication companies in Rivers State, Nigeria and Micro and Small Scale Enterprises in Ondo State.

Hypothesis two proposed that there is no significant positive influence of Flexi time on nurses' affective commitment in general hospitals in Akwa Ibom State. The results, however, revealed a significant positive effect of Flexi time on nurses'

affective commitment, leading to the rejection of the null hypothesis. These findings are consistent with Musinga (2020), who reported a strong positive correlation between Flexi time and employee performance in financial institutions in Kericho Town, Kenya. The findings also supported by work of Omotayo (2012) opined that organisations find it profitable to adopt a flexi time policy in order to relieve employees of some family or domestic burdens, with the resulting motivational benefits leading to increased employee performance.

Overall, the results underscore the value of flexible work arrangements, specifically job sharing and Flexi time in fostering stronger affective commitment among nurses in the healthcare sector.

5. Conclusion and Recommendations

This study examined the influence of flexible work practices on nurses' affective commitment in general hospitals in Akwa Ibom State, with particular focus on job sharing and flexi time. The findings from hypotheses testing revealed that both job sharing and flexi time have a significant and positive impact on nurses' commitment to their organisations. These results highlight the critical role flexible work practices play in enhancing nurses' commitment, which in turn can lead to greater job satisfaction, reduced turnover, and improved healthcare delivery. These evidence underscores the importance of flexible work arrangements as a key factor

contributing to a more committed and resilient nursing workforce in Akwa Ibom State. Based on findings, it was recommended that:

- i. General hospitals in Akwa Ibom State adopt job sharing as a strategic human resource intervention. By enabling flexible work practices, job sharing can significantly enhance affective commitment among nurses, deepening their emotional attachment to their organisations, increasing job satisfaction, and ultimately improving retention rates. This approach not only addresses workforce burnout and staffing challenges but also fosters a more supportive and collaborative working environment that aligns with contemporary best practices in healthcare management.
- ii. Flexi-time arrangements be implemented for nurses working in general hospitals in Akwa Ibom State as a strategic initiative to enhance their affective commitment to their professional responsibilities. By allowing nurses to have greater control over their work hours, flexi-time can lead to increased job satisfaction, reduced stress, and a stronger emotional connection to their roles and the healthcare institutions they serve. This approach not only promotes a healthier work-life balance but also helps in reducing burnout, fostering loyalty, and improving overall service delivery in the state's public health sector.

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