

## FLEXIBLE TIME AND EMPLOYEE PERFORMANCE IN MANUFACTURING FIRMS IN ANAMBRA STATE OF NIGERIA

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**ABSTRACT:** *Manufacturing firms are saddled with the problem of timing in terms of production and producing quality goods which leads to poor organizational performance, low employee performance and low commitment on the job. The broad objective is to ascertain the extent of relationship that exists between flexible timing and employee performance in manufacturing firms in Anambra State. The specific objective is to ascertain the relationship between self-roistering and Employee Retention in manufacturing firms in Anambra State. The work was anchored on Attribution Theory by Heider (1958), Descriptive Survey Research Design was adopted. The Population of the Study is 220 and Pearson Moment Correlations Co-efficient was used to analyze the data. It was revealed through the findings that there is a significant relationship between self-roistering and employee retention ( $Cal.r.935 > Crit.r.195$ ), in the manufacturing firms in Anambra State. The study concludes that flexible timing has a significant positive relationship with Employee Performance and the study recommends that the management of the studied manufacturing firm should imbibe self-roistering as part of the flexible timing procedure; it tends to enhance the employees 'commitment in their jobs which leads to their retentions in the organization, and it brings about good quality products manufactured.*

**KEYWORDS:** flexible time, employee performance, self-roistering, employee retention and attribution theory

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### INTRODUCTION

Manufacturing companies like every other organizations are not the physical structures (buildings) reason being that such buildings though as important as they may be in providing a face and shelter to the organization and employees, are not the most important aspects of organizations. On establishment of organizations, people are hired to help stir the affairs of the organizations so as to achieve the visions, objectives and missions. These people are regarded as the most important assets to organizations. Jackson (2007) avers that the most valuable assets that companies have in hand are the employees. An organization is never static, it evolves in response to its changing technological and business environment, and these alterations may lead to a change in the nature of work performed, the time and how employees performance are obtained in the organization. Elke and Beblo (2004) opine that flexible time or flexible working hours are said to increase productivity and improve the international competitiveness of firms, job satisfaction and commitment of the employees. Njiru, Kiambati and Kamau (2015) defined flexible time or flexible hours as the ability to choose the start and finish time of the working day within core hours.

Flexible time usually refers to a scheduling programmed for full-time employees which allows them to choose their starting and finishing time daily, provided they complete a stipulated number of hours start and end the work day earlier or later than usual, where workers can set their own starting and stopping times (Kelly and Kalev, 2006). The flexibility of work time refers to programs, policies and practices initiated by employers that allows workers at least some freedom of choice in adjusting the length or scheduling of the work time to meet their preference (Golden 1998, Henry and Lambert, 2010; Brown and Mcnamara, 2011). Employees may be required to be present during certain 'core hours', which is usually fixed at a period between the latest permissible starting time and earliest permissible finishing time, a company has core hours between 9:00 a.m. and 3:00 p.m. The employees then have the choice to start anytime between 6:30 a.m. and 9:00 a.m., and the choice to leave anytime between 3:30 p.m. and 6:00 p.m., provided they work eight hours, another variation has employees arrive 7:00 a.m. and 9:00 a.m., have a minimum one and half hour lunch break between 11:00 a.m. and 1:00 p.m., and finish between 3:30 and 6:30 p.m., again provided eight hours are worked (Lutz 2012).

According to Lonnie (2011), economic crisis and the global jobs pact have put working-time issues back on the agenda, recent trends such as technological advancements enabling tele working have contributed to the creation of a 24-hour organizations where the separation line between work and non-work time is becoming increasingly indistinct. This has been coupled with a significant shift away from the normal or standard working week towards non-standard work schedules, it also considered the development of firms for the adjustment of actual working hours to market/customers' demands without diminishing works wellbeing and practices not affecting firm performance (Hashim, Ullah and Khan 2017)

Every Manufacturing company wants to break even with their products in the market place, wanting it to be consumed by all, producing quality products and making sure that these products are always available for their client on demand, these manufacturing firms operate in different kinds of flexible timing for their employees to work with so that production is not stopped or hampered by any reason. Flexible forms of work can help the organizations to improve customer services by satisfied employees (Hashim, Khattak and Kee, 2017). The performance of employees in flexible working environment includes Productivity, customer satisfaction, job satisfaction, employee turnover, employee commitment and retention. Productivity is critical for the long term competitiveness and profitability of the organization (Chow and Howe, 2006 cited in Kipkoeh 2018), in a manufacturing firm employees are to work round the clock for products to be available, the flexible time are made available for the employees at the time of employment. Employee performance is the record of outcomes achieved, for each job function, during a specified period of time. (Ying, 2012)

Manufacturing firms in Anambra State such as Innoson, Chicason, Cutix plc have flexible timing schedule that are offered to their employees on the day of resumption, it guides the employees on how their works are being schedule in the organization, how the job will be carried out so as to increase the organization performance. The flexible timing practiced in these manufacturing firms are part time work where some employees are employed on part time bases in clearing of waste and other jobs that may occur after production, job sharing, duties are shared among colleagues in the organization as to facilitate speedy production and shift work, jobs are done on shifting bases where they have day and night shift worker who resumes by 6am and closes by 5pm so that the employees for night shift will resume by 5pm till morning hours the employees are to follow these process of production. Flexible timing such

as self-roistering, shift swapping and staggered hour are seemingly not really utilized in the company, jobs are always shared among employees on duty to be carried out by them.

The employees of the studied manufacturing firms, seems not to be allowed to shift swapped time, handle the self-roistering to fit the work and still achieve organizations' goals during working hours but are to work on the time given to them by the organization, these has also affected employee retention in the firm, where by the employees tend to leave the organization for another that can give them time to go for their other business since their nature of job is a shifting one. They see the work place as a place where you give all you have to the organization; were your personal life is eroded, where balance between work and personal life is hard to come by and this appear to explain the reason employees of the firms always resign as observed. As a result of the rigorous work pattern, schedule and timing in the firms studied shows that the self-worth of the employee appear to be affected and this seems to be influencing the job satisfaction that is meant to be derived by the employees, also it has affected the level they are willing to go for the betterment of the organization. It is as a result of these observed issues in the studied firms that gave credence to the need to carry out this study. The main objective of the study is to determine the degree of relationship that exist between flexible time and employee performance in manufacturing Firms in Anambra State, Nigeria. The study specifically seeks to ascertain the extent of relationship that exists between self-roistering and employee retention of manufacturing Firms in Anambra State, Nigeria. The hypothesis to be tested in the study is; 'There is a significant relationship between self-roistering and employee retention in manufacturing firms in Anambra State, Nigeria.'

## **REVIEW OF RELATED LITERATURE**

### **Conceptual Review**

#### **Flexibility Time**

Flexibility-time is a scheduling programmed for full-time employees which allows them to choose their starting and finishing times daily, provided they complete a stipulated number of hours start and/or end the work day earlier (or later) than usual, where workers can set their own starting and stopping times ( Kelly, and Kalev, 2006). Employees are required to be present during certain "core hours", which is usually fixed at a period between the latest permissible starting time and earliest permissible finishing time (Eaton, 2003). A company has core hours between 9:00 a.m. and 3:00 p.m. The employees then have the choice to start anytime between 6:30 a.m. and 9:00 a.m., and the choice to leave anytime between 3:30 p.m. and 6:00 p.m., provided they work eight hours. Another variation has employees arrive 7:00 a.m. and 9:00 a.m., have a minimum one half hour lunch break between 11:00 a.m. and 1:00 p.m., and finish between 3:30 and 6:30 p.m., again provided eight hours are worked (Lutz,2012). Flexible work options are more likely to be successful when an organization encourages managers and employees to view flexibility as a mutually beneficial business process for determining the best approach to how, where and when work is done.

According to Cole (2002) opine that flexibility time enable employee to vary their working hours within agreed parameters and provided they attend during a 'core' time which has potential benefits that gives employee more control over scheduling personal responsibilities on either end of the work day, flexibility in time of work allows employees some degree of choice regarding how total weekly hours are distributed to manage non work demands which includes flextime, compressed workweeks, flexible

shifts, part-year, seasonal schedules, and flexible breaks during the workday. Dalcos and Daley (2009) posit that flexible work arrangement such as flex time allows employees to choose when, where and for how long they engage in work-related tasks, thus enhance engagement. An employee with a flextime schedule has alternative start and end times, but total weekly or daily hours worked are the same as those for other regular full-time employees.

### **Self- Roistering**

Harma (2006) defined shift roistering as an employee's possibilities to control the duration, position, and distribution of his or her work time, autonomy with regard to work time. Self-roistering employees propose the schedule they prefer to work during a given planning horizon. Self-roistering is a group of employees who make work schedules by themselves, which is based on a company time frame determined by the employer in which the quantitative and qualitative demands have to be met. Designing the work schedules, the employees determine their own starting and ending time duration of their services and are supposed to create a dialogue to synchronize the individual wishes with the requirements set by the employer. (Zeggenschap, 2008). Self-roistering systems enables individual employees to tailor working hours to maximize their compatibility with domestic responsibilities. Such roisters would allow employees to choose to work mornings, afternoons or school hours only, or some combination of different hours each day. Waite and Sheldon (2004), these schedules often do not match with the staffing demand as specified by the organization (Van Der Veen, Hurink, Schuttenand Uijland, 2014).

Lam (2008) posits that self-roistering is a system where an employer creates a framework based on the organizational requirements in which employees can indicate their preferences concerning working hours, working days or shifts, by means of an authorized scheduling group or individual, and possibly with the support of computer software and/or after a compromising dialogue between employees, results in working schedules where the needs of the employee and the demands of the employer are covered. Management will first determine the amount of personnel needed at which days and hours, then employee express their wishes in their personal work schedule which will be inserted in a computer and the result is an ideal work schedule for both parties (Personeelsnet, 2008).

Uijland et al (2012) opine that the main idea in self-roistering is that employees can propose their own shift roisters, if they do this in a 'good' way, they get to work most of their shifts as in their preferred schedule. Self-roistering is a way to better cope with employee preferences leading also to an increased job satisfaction and an improved employee commitment and cooperation, self-roistering processes exist in practice. The basic structure of these processes is that employees propose a schedule by indicating for each day in the schedule the shift they prefer to work, or whether they would like to have a day-off. These proposed schedules must comply with labor legislation and meet contract hours. Rnnberg and Larsson (2010) observed that employers finds it hard to come up with good or fair shift rosters, it is a better way to cope with employee preferences, and increase job satisfaction. The organization now evaluates the proposed schedules and has to ensure that sufficient employees are assigned to each shift. If the joint schedules of the employees do not meet these bounds, feedback information is provided to the employees, based on this information, employees may choose to update their proposed schedules. Baily et al (2007) assert that self-roistering increases job satisfaction by an improved work-life balance, increased predictability and flexibility in schedules, and enhancing the communication and interaction to stimulate cooperative community building. Especially the latter is typical for self-roistering, since

self-roistering stimulates employees to propose schedules that are ‘good’ for the organization. Self-roistering is a better when coping with employee preferences leading also to an increased job satisfaction and an improved employee commitment and cooperation, (Hung, 1992, Kellogg and Walczak 2007, Robb et al. 2003 sited in Van der Veen, 2014)

### **Self-Roistering Process by Uijland et al (2012)**

1. The organization define the stated demand, i.e., specifies per day, the number of employees that need to perform a certain shift.
2. The employees propose their preferred schedule. These schedules have to obey labor legislation and other scheduling constraints specified by the organization, like forward rotations or planning homogeneous work blocks.
3. The employees’ preferred schedules are combined, after which the stating demand is subtracted from these, indicating surpluses and shortages on each shift.
4. The information of Phase 3 is returned to the employees, offering them the opportunity to adjust their schedules.
5. The planner solves the remaining shortages after Step 4

### **Employee Performance**

Performance is the art to complete the task within the defined boundaries, performance of employees is affected by numerous factors at workplace it is defined as the way to perform job task according to the prescribed job description. (Saeed et al 2013). Motowidlo (2003), argued that employee’s performance is the behaviour that the organization expects of the employees when they are doing the job. Employees’ performance is how the employees understand the task, the ability to do it and how much they exert effort to complete it. (Williams and Anderson, 1991)

Prasetya and Kato, (2011) defined employee Performance as the attained outcome of actions with the skills of employees who perform in some situation. Employee performance is the actions or the completion of errands that were done by individuals within specific period of time.

(Swasto 1996 sited in Khan, Rehman and Akran 2012). Dessler, (2008) view employee performance as work related task that is expected on employees and how well the task was done. The performance can be measured monthly, quarterly, semi-annually or annually to be able to provide improvement of identified segment in the business. Employee’s performance evaluation is a comprehensive analysis of a workers performance, by observing their work during a certain period of time and examining all the objective manuscripts or documents relevant to how they have performed, so as to establish the extent at which these workers achieve the stipulated goals (USAID, 2009). Increase in commitment level of employees in organization ultimately increases the performance of their employees.

Mwebi, and Kadaga (2015) posit that employee performance refers to how a worker behaves towards his/her job, there are a variety of criteria used to determine how an individual behaves towards their work which vary from task to task. Employees with greater control over work schedules are more likely to show increased engagement, commitment, retention and job satisfaction. (Muchiti and Gachunga, 2015). Yeh and Hong (2012) assets that employee’s performance appears in the quality and the quantity of the job, which means that the performance of the employees is similar to their productivity. Performance of an organization is directly related to commitment level of employees (Ivancevich, 2010).



**Employee Retention**

Employee retention is the ability/ capability of an organization to hold onto its employee whom organization wants to keep for a long time for taking competitive edge over its competitors (Johnson, Griffeth, and Griffin, 2000). Employee retention is an effort made by any business or organization to develop strategies and initiatives that support current staff into remaining with the organization. Retention is “the ability to hold onto those employees you would want to keep longer than your competition” (Johnson, 2000). Mita.Aarti and Ravneeta, (2014) defined employee retention as a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements. Bidisha (2013) posit that it as a process in which the employees are encouraged to remain with the organization for a maximum period of time or until the completion of the project. Employee retention is a systematic effort to create and foster an environment that encourages employees to remain employed by having policies and practices in place that address their diverse needs (Workforce Planning for Wisconsin State Government 2015).

**Christeen (2014) Identified Eight Retention Factors:**

- ❖ Management,
- ❖ Conducive environment,
- ❖ Social support
- ❖ Development opportunities,
- ❖ Autonomy
- ❖ Compensation,
- ❖ Crafted workload,
- ❖ Work-life balance / flexible working

**Importance of Employee Retention by (Taylor, 2002).**

- ❖ New job opportunities, shortage of talent employees.
- ❖ There is an increase in getting skilled employees. This makes it critically important to hold on to the talent employees.
- ❖ With the aging workforce, their retirement takes away the experience they carry. New employees can replace them not the knowledge of the leaving employees.
- ❖ Most of the jobs require adequate knowledge along with skill.

Kossivi, Xu, and Kalgora, (2016) opined that employees are important resources to any organization; they can be termed the life-blood of any organization. Employee retention is concerned with keeping or encouraging employees to remain in an organization for a maximum period of time. (Bidisha, and Mukulesh. 2013). Msengeti and Obwogi (2015) argued that employee retention is currently one of the critical issues in organizations as a result of changing dynamics and turbulence being experienced in the general work environment as a result of various phenomenon. Organizations need individuals who perform well and choose to remain as their employees. Retention is the ability of a company to keep valued employees who contribute to organizational success for as long as the relationship is mutually favorable (Al- Jarradi, 2011).

Mngomezulu et al (2015) assert that employee retention program is put in place to take care of the employee needs so as to improve their job satisfaction, minimizes costs associated with the hiring and training of new employees. Employee retention is a process in which the employees are encouraged to

remain with the organization for a maximum period of time or until the completion of the project.(Biaison, 2017). Employee retention is a key element for improving the Employee's productivity. It helps organization performance to be improved and it is concerned to smoothing business process. (Hunjra et al 2014).

### **Theoretical Framework**

These research work is anchored on attribution theory by Heider (1958), who was the first to propose a psychological theory of attribution, but Weiner and colleagues (e.g., Jones et al, 1972; Weiner, 1974, 1986) developed a theoretical framework that has become a major research paradigm of social psychology. Attribution theory is concern with how individuals interpret events and how this relates to their thinking and behavior. Attribution theory assumes that people try to determine why people do what they do, were by attributing causes to behavior. This theory is relevant to this study in the sense that when employees are not comfortable with the flexibility time schedule they began to exhibit different behavior, feelings, change of moods towards their job, actions which will in turn affect the productivity of the organization and the employees will not be satisfied while carrying out their duties. It is the responsibility of the organization to identify these changes and act immediately by putting the right flexibility timing that will enable the employees to work effective and efficiently, by so doing increasing employee performance, employee retention and employee commitment to the organization.

### **Empirical Review**

Elke and Beblo (2004) examine the study, Does Work Time Flexibility Work? An Empirical Assessment of the Efficiency Effects for German Firms. The objective of the study was to examine the impact of flexible work time schedules on firm efficiency using representative establishment data for Germany. They estimated a stochastic production frontier and the determinants of technical efficiency simultaneously. The results indicated that work time schedules with moderate flexibility is positively related to technical efficiency, the findings showed that highly flexible work time arrangements seem to be negatively correlated with an efficient organization of the work flow. However, these efficiency losses should not be interpreted as causal effects, reason being that highly flexible work time schedules are most likely to be introduced in struggling firms.

Mwiya, (2010) explore the effective use of Self-Roistering: A Contingent Approach was adopted. Objective is to investigate the effectiveness of self - roistering and examine the role of the highlighted factors on self-roistering. The study is a qualitative research, primary and secondary data was used. Findings from the data revealed that some factors assumed by current literature are viewed as insignificant by practicing experts, while others were duly acknowledged as determinants of effective self-roistering.

Ingra,Åkerstedt,Ekstedt and Kecklund (2012) conducted a study on Periodic Self-Roistering in Shift Work: Correspondence between objective work hours, work hour preferences (personal fit), and Work Schedule Satisfaction. Objectives of study is to investigate relative personal fit as the association between rated needs and preferences for work hours and actual work hours in three groups (hospital, call-center, and police) working with periodic self-roistering, they examined the association between personal fit and satisfaction with the work schedule and preference for a fixed and regular shift schedule, respectively. Data was analyzed using Anova, Kendal tau correlations and ordinal (proportional odds) logistic regression. The results show that evening types worked relatively more hours during the evening and night hours compared to morning types as an indication of relative personal fit. Relative personal

fit was also found for long shift, short rest, and morning-, evening- and night-shift frequency, but only personal fit related to morning, evening and nightshift was associated with satisfaction with work hours. Reported conflicts at the workplace about work hours and problems with lack of predictability of time for family/leisure activities, was associated with poor satisfaction and a preference for a fixed shift schedule.

Garde et al (2012) examined the Implementation of self-roistering (the PRIO project): effects on working hours, recovery, and health, objective of the study is to investigate the consequences of self-roistering for working hours, recovery, and health, and elucidate the mechanisms through which recovery and health are affected. Descriptive research survey was used and questionnaires of (N=840) on recovery and health and objective workplace reports of working hours (N=718) were distributed and obtained at baseline. The interaction term between intervention and time was tested in mixed models and multinomial logistic regression models. Findings showed that there were no effects on recovery and health in intervention, and overall, there were no detrimental effects on recovery or health. The benefits of the intervention were not related to changes in working hours and did not differ by gender, age, family type, degree of employment, or working hour arrangements.

Omotayo, Abiodun, and Fadugba, (2012) carried out a study on Executives Perception of the Impact of Flexible time on Organizational Performance: Evidence from the Nigerian Private Sector. Objective is to investigate the perception of Nigerian executives on the impact of flextime on organizational performance and explore the attitudinal disposition of employees towards flextime and how gender affects employee satisfaction with flexible time, descriptive research design was used, questionnaire was distributed to managers, correlations and multi-variate regression analysis.

The study finds that marital status and gender exert significant negative impact on level of satisfaction with flex time also gender, marital status and motivation capabilities of flexi time were found to be a significant determinant of satisfaction with flexi time. Concludes that cultural context of the study does appear that organizations might find it profitable to adopt a flexi time policy so as to relieve their employees some family or domestic burden with the attendant motivation benefit. Uijland et al (2012) conducted a study on Self-Roistering Applied to case Studies, an ILP method to construct a Feasible Schedule. The objective is to solve as many shortages as possible, whereby making sure that a specified fraction of an employee's proposed schedule remains. Experimental research was used also secondary data was used in carrying out the study, findings shows that there is a trade-off in the model between either the number of shortages solved and fraction of the proposed schedules that is preserved. It was concluded that the shift roisters employees propose in general do not match up with a shift stating demand, and, thereby stating shortages for shifts for specific days.

Zaw(2014) conducted a study on the Relationship between flexible working-time arrangement and employee productivity in clinical social franchise. The study was to investigate differences in working-time utilization patterns and their relationship with employee productivity between the centralized and delegated and less centralized organizational structures of clinical social franchise in Population Services International/Myanmar (PSI/M). Descriptive survey was adopted for the study and T-test was use, Pearson Product Moment Correlation was calculated using SPSS. Findings showed there were significant differences of some working-time between the old and new structures.



Mwebi, and Kadaga (2015) studied the Effects of Flextime Work Arrangement on Employee Performance in Nairobi CBD Commercial Banks International. Objective was to establish the effects of flextime work arrangement on employee performance in Nairobi central business district commercial banks. This study adopted a descriptive research design, population of 1074 Nairobi CBD commercial banks employees where proportionate stratified sampling method was used to get a sample of 291 respondents from different strata. Descriptive statistics was used to summarize the data via SPSS, inferential statistics and correlation analysis was employed in finding the relationship between the variables. The findings revealed that Flextime work arrangement is positively related to employee performance at  $r=.344$   $p<.005$ .

Hashim, Ullah and Khan (2017) conducted a study on impact of Time Flexibility on Employees' Performance: a study of teaching faculty in government colleges of management sciences Peshawar. The objective was to determine the relationship between time flexibility and employees' performance, descriptive survey research design was utilized, and questionnaire was distributed to 75 staff members from the academic section (35 from GCMS, 25 from GCC, 2 and 15 from GCC girls). Pearson product correlation was calculated using SPSS and Cronbach alpha for questionnaire. Findings show that there is a significant relationship between the variables. The frequency distribution was used to see the individual result of the study.

Multitude of study has been carried out conceptually and empirically to find out what scholars have studied earlier on, so as to divulge their major findings in order to provide guidance for the present study. Flexibility timing leads employee retention which helps to increase the general productivity and employee performance of the organization. According to (Kelly, and Kalev, 2006). Flexibility-time is a scheduling programmed for full-time employees which allows them to choose their starting and finishing times daily, provided they complete a stipulated number of hours, start and/or end the work day earlier (or later) than usual, where workers can set their own starting and stopping times. Cole (2002) opine that flexibility time is such that enables employees to vary their working hours within agreed parameters and provided they attend during a "core" time which has potential benefits that gives them more control over scheduling personal responsibilities on the end of the work day. However, Elke and Beblo (2004) carried out a study Does Work Time Flexibility Work? And the objective of the study was to examine the impact of flexible work time schedules on firm efficiency using representative establishment data for Germany. Also, Ingre, Åkerstedt, Ekstedt and Kecklund (2012) conducted a study on Periodic Self-Roistering in Shift Work: Correspondence between objective work hours, work hour preferences and Work Schedule Satisfaction. Their main objectives was to investigate relative personal fit as the association between rated needs and preferences for work hours and actual work hours, in three work groups (hospital, call-center, and police) working with periodic self-roistering.

Furthermore, Omotayo, Abiodun, and Fadugba, (2012) carried out a study on Executives Perception of the Impact of Flexible time on Organizational Performance: Evidence from the Nigerian Private Sector. And the objective of the study was to investigate the perception of Nigerian executives on the impact of flextime on organizational performance. Moreover, the present study was centered on flexible time and employee performance of manufacturing firms in Anambra State, Nigeria. Flexible Time was decomposed using Self- Roistering, while the researcher decomposed Employee Performance using Employee retention. The actual objective of the study was to find out the relationship between self-roistering and employee retention in the focused manufacturing firms. Flexible timing variable used

which is self-roistering, explains that when employees are allowed to do the roister for themselves, it motivates them the more and they feel recognized that their opinion matters which will lead to self-zealousness towards their jobs, and then retention. And by this, they will perform their duties effectively and efficiently reasons that they were allowed to do the job roister knowing that if violated the organization will act on it strictly. Self-roistering can be seen as employee empowerment tool enabling employees to develop a sense of value, relevance and sense of belonging on their job in the organization where they work. This therefore, triggers the employees to see their jobs in the organization as their personal business leading them to giving their very best in their jobs for the actualization and completion of their task without being compelled to, monitored or thoroughly supervised.

## METHODOLOGY

The study employed descriptive survey research design, being that the study tends to determine the relationship between the variables. The population of the study consists of 12 manufacturing firms in Anambra State, Nigeria, which were chosen using judgmental sampling and convinces sampling in selecting the 12 Manufacturing Firms out of the 27 Manufacturing Firms in the State.

**Table 1: Population Table**

<b>Manufacturing Firms</b>	<b>Population</b>
Chicason Group of Companies	56
Cutix Plc	45
Ibeto Group of Companies	50
Innoson Vehicle Manufacturing	50
Alo Aluminium	45
Brandy Almondia	50
Cosmetster Manufacturing Company Limited	40
Eastern Distilleries and Food Industries	40
Geoelis Cables Ltd	80
Curads Manufacturing Company	50
I.J furniture	40
kojon Energy	48
<b>Total</b>	<b>594</b>

**Source: Field Survey: HRM of the Study Firms, 2019.**

The sample size was determined using Taro Yamane's formula and 240 questionnaires were distributed and 220 were retrieved.

## METHOD OF DATA COLLECTION

The major source of data for the study was primary and secondary sources of data collection, primary source made use of questionnaire in collecting information regarding the variables, while secondary data was sourced from online journals, articles and websites. The questionnaire developed for the study was subjected to content validity. The questionnaire was designed in a very simple language to avoid ambiguity, misinterpretation or misunderstanding of statements. Data was also collected from middle and junior employees of the firms using a structured questionnaire instruments, arranged in a five (5)

point Likert Scale format ranging from Strongly Agree (SA) 5, Agree (A) 4, Disagree (D) 3, Strongly Disagree (SD) 2, and Undecided (UD) 1 which was used for the analysis.

The reliability of the study was tested using Cronbach's alpha. In order for measurements to be acceptable, the minimum acceptable level of the Cronbach's alpha score should be equal to or more than 0.70 ( $\alpha \geq 0.70$ ). The Cronbach's alpha score for the item is 0.892 indicating excellent results.

Table 2: shows the test of reliability

Cronbach's Alpha	N of Items
.892	36

SPSS, Computation ver. 10

## Data Presentation and Analysis

### Data presentation

The data presentation and description were guided by the study questions, data collected regarding to each questionnaire was analyzed, two hundred and forty questionnaires (240) were distributed but two hundred and twenty were returned (220). The study utilized the 220 to analyze data.

**Table 3: Descriptive statistics of question items of the objective, Self Roistering and Employee Retention In Manufacturing Firms, Anambra State.**

S/N	Self-Roistering	SA	A	D	SD	UD	N	M	STD
1	I need long lead time to plan my leisure activities	100	90	20	10	-	220	4.27	.810
2.	There are compulsory shifts I cannot refuse.	110	70	10	25	5	220	4.16	1.088
3.	Am allowed to propose my own shift roster	40	50	110	10	10	220	3.45	.994
4.	My manager is positive towards self-roistering	50	50	10	100	10	220	3.14	1.327
5.	Have been asked to put in my requested hours	100	90	10	15	5	220	4.20	.969
6.	Am involved in the designing of the office roster	100	90	10	15	5	220	3.41	1.075
	<b>Employee Retention</b>								
1.	Good working time prepared me to stay.	150	40	10	15	5	220	4.43	1.011
2.	Being allowed to swap my shifts made me to stay.	95	80	20	25	-	220	4.11	.984
3.	Flexibility time schedule offered encourages me to stay.	160	30	20	10	-	220	4.55	.840
4.	Working on different shifts has helped in retaining the job.	120	90	-	10	-	220	4.45	.723
5.	Flexible time of workers has increased staff performance leading to retention.	110	90	10	5	5	220	4.34	.853
6.	Flexibility timing has reduced employee turnover.	90	85	35	10	-	220	4.16	.853

**Source: Field Survey (2019), Computation: SPSS Ver. 10**

Table 3, shows the descriptive analysis of the objective and the manufacturing firms. The mean value that was used for analyzing the acceptance region was 3 and above while the rejection region was below 3. The table also shows the standard deviation of each questionnaire items collected from the respondent.

### Test of Hypothesis

H1: There is a significant relationship between Self Roistering and Employee Retention in Manufacturing Firms in Anambra State, Nigeria

**Table 4. Correlations Matrix**

		SELFREST	EMPRET
SELFR EST	Pearson Correlation	1	.935**
	Sig. (2-tailed)		.000
	N	220	220
EMPR ET	Pearson Correlation	.935**	1
	Sig. (2-tailed)	.000	
	N	220	220

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

Source: Field Survey, 2019.

## DISCUSSIONS, SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

### Discussion of Findings

The finding obtained from this research has provided further evidence that flexible timing and employee performance has a positive relationship with each other. Omotayo, et al (2012) posit that flexible time has been found to have been a significant determinant for satisfaction to employees, making them to be committed to the work they are employed to do and to their family, self-roistering enables the employee to be able to apportion time which will allow them to do other things by taking care of family and personal needs which leads to employee retention of their job in the organization. However, these findings signify that when the right flexible timing is put in place, it tends to bring about a positive employee performance.

The table above shows a Pearson Product-Moment Correlation run to determine the relationship that exists between self-roistering and employee retention. The result shows that p-value (0.000) < 0.01 (at a 2-tailed test). This means that the result is statistically significant at a 5% confidence level. The value .935 shows that there is a strong positive relationship between self-roistering and employee retention in the manufacturing firms in Anambra state.

### Conclusion

From the data analysis and hypothesis tested the study concludes that there is a highly positive relationship between self-roistering and employee retention. Flexible timing plays a decisive role in determining the performance of employees in the organization, which has a great impact on the overall productivity of the organization, when the right flexible timing system is initiated it tends to make the employees to be more zealous and focused on the task they are asked to perform, thereby enhancing

their desire and interest to retain their jobs and remain in the organization, Also a well-constructed roster, tends to bring about effectiveness and efficient way of working leading to high productive quality of goods produced.

### Recommendation

Based on the findings and conclusion, the following were recommended:

1. The management of the studied manufacturing firms should imbibe self-roistering as part of the flexible timing procedure; it tends to enhance the employees' abilities, interest and zealousness towards their jobs in the organization. It brings about good quality products too.
2. Employees should be allowed to make self-roistering which will guide the activities of their jobs and bring about effectiveness.
3. The manufacturing firms should always consider the employees when mapping time schedule, and they should be allowed to make input and contributions

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