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The Impact of Flexible Work Schedules on Organizational Performance in Textile Production Companies Operating in Rivers State, Nigeria

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Abstract: *The study investigated the relationship between flexible work schedules and the organizational performance of Textile Production Companies in Rivers State. Its objective was to empirically ascertain how flexible work schedule relates to the organizational performance in terms of profitability, service delivery, and productivity. The study employed the use of the exploratory survey research design. The study population involved nineteen (19) registered Textile Production Companies operating in Rivers State, Nigeria. Since the population was not much for the researcher, the entire population became the sample size. Concerning the respondents, the researcher picked five (5) top managers (General Manager, Operations Manager, Human Resource Manager, Customer Relations Manager, and Information Technology Manager) from each of the companies. Therefore, 95 (19*5) became the number of respondents. A total of ninety-five (95) copies of the questionnaire were distributed to the targeted respondents. Eventually, the researcher could retrieve 87 copies (92%) of the questionnaire correctly filled. The data obtained from the field were analyzed using Spearman's Rank Order Correlation Coefficient and t-test with the aid of SPSS Version 22.0. Three hypotheses were tested using Spearman Rank Order Correlation. The study revealed that: flexible work schedules and the financial success of textile production companies in Rivers State are strongly positively correlated; flexible work schedules and the provision of services by Textile Production Companies in Rivers State are strongly positively correlated, and; flexible work schedules and productivity of textile production companies in Rivers State are strongly positively correlated. The study concluded that flexible work schedules significantly improve the performance of textile businesses in Rivers State based on analyses and discussions of the findings. The study recommended that textile companies' management ensure that their managers and employees are digitally proficient at promoting efficient remote work, which will boost the organization's performance.*

Keywords: Flexible Work Schedule, Organizational Performance, Profitability, Service Delivery, Productivity.

Background of Study

Organizations need the help of people who can help them manage their affairs as they work to fulfill their goals and objectives, which, in most cases, include satisfying stakeholders' unrelenting demand for capital appreciation, growing their market share, remaining competitive in their industry, and maintaining the retention of valuable employees. According to Jackson (2007), personnel is an organization's most valuable resource. However, these workers frequently struggle with balancing a number of competing demands, such as attending to family matters, socio-political events, and many other activities that occasionally contradict corporate aims. Some employees find that this circumstance frequently threatens their personal lives because of the imbalance between the time they spend working at the office and the amount of time they spend at home. The outcome impacts the business, specific personnel, and society (Fapohunda, 2014). Employees may have more significant marital difficulties, separation, divorce, and inefficient parenting, among other problems. At the same time, companies may endure chronic absenteeism or inefficiency of some employees (Vlems, 2008).

In a similar spirit, organizations do not stay the same; instead, they change to adapt to the dynamic business and technology environments. For example, it has been noted that the ongoing digitization of the workplace caused by information and communication technology, the global market, and trans-nationalization has brought about significant changes in the human experience of work, including the type of work performed, the amount of time spent on it, and the methods used to measure employees' performance within the organization. In addition, the ability to work remotely has been made possible by technological improvements, which have also been instrumental in developing 24-hour organizations and blurring the boundaries between work and personal time. This has also led to a noticeable significant change from the typical or standard work week toward non-standard work patterns, which has prompted businesses to adjust actual working hours without compromising employee wellness and procedures related to firm performance (Hashim *et al.,* 2017).

In response to the many difficulties brought on by these shifts, organizations worldwide have adopted standard practices known as flexible work schedules. According to Klindzic and Mari (2019), these are the programs created by employers to give staff members more scheduling flexibility to fulfill their jobs' responsibilities. These programs aim to increase organizational flexibility, improve work-life balance, and boost organizational performance. The following flexible work schedules are listed as relevant by Berkery et al. (2017) and Stavrou (2005): variable-year employment, fixed-term contract subcontracting, compressed working weeks, and working from home. They also include flexible working hours, flexi-time, part-time work, overtime, job sharing, teleworking, shift and weekend work, paid parental leave, annual hours, temporary work, annual hours contracts, and flexible leave arrangements. Lewis (2003) and Kotey and Sharma (2016) both emphasized the following two primary categories of flexible work schedule practices: 1) the employee-driven approach (such as paid parental leave, flexible leave policies, the option of rosters and shifts, and variable year employment) that helps employees to manage their work-life balance by reducing work-life conflict; and 2) the employer-driven practice, which enables businesses to modify labor expenditures in accordance with output volume or to hire a more motivated, competitive workforce (e.g., shift work, weekend work, overtime work, annual hours count and fixed term contracts). This study empirically examines these diverse forms of flexible work schedules and how they have variedly impacted organizational performance because it has been suggested that the development and success of organizations depend on the performance of their employees.

Aim and Objectives of the Study

The study aimed to investigate the relationship between flexible work schedules and the organizational performance of Textile Production Companies in Rivers State. The specific objectives of the study include the following:

1. To ascertain the relationship between flexible work schedules and profitability of Textile Production Companies in Rivers State.
2. To examine the relationship between flexible work schedules and service delivery of Textile Production Companies in Rivers State.
3. To determine the relationship between flexible work schedules and productivity of Textile Production Companies in Rivers State.

Research Hypotheses

Based on the above objectives, the researcher formulated the below research hypotheses:

Ho_1: There is no significant relationship between flexible work schedules and the profitability of Textile Production Companies in Rivers State.

Ho_2: There is no significant relationship between flexible work schedules and service delivery of Textile Production Companies in Rivers State.

Ho_3: There is no significant relationship between flexible work schedules and the productivity of Textile Production Companies in Rivers State.

Theoretical Framework

The study's theoretical underpinning was the Social Exchange Theory. George Casper Homans introduced the concept of social trade in 1958. (Olannye, 2014). According to social exchange theory, practically all relationships are built on the principle of "give and take," albeit their amounts may vary depending on how intense a relationship is.

According to Pfeffer (1982, cited in Ahiazu & Asuquo, 2016), the basis of the social exchange theory is an individual's behavioral conformity in exchange for something that is thought to be dependent on that person's behavior. The social exchange hypothesis focuses on giving others something of greater value than what you have received and obtaining something of greater worth than what you have given out (Ahiazu & Asuquo 2016). The following are the theory's primary presumptions:

i. In a relationship, every individual has expectations from his/her partner. A relationship without expectations is meaningless;

ii. Good relationships are mutually beneficial and not supposed to be one-sided. An individual invests his time and energy in a relationship only when he gets something from the corresponding or higher value (Olannye, 2014).

The social exchange theory states that for a relationship to be effective and continue for a long time, feelings and emotions must be reciprocated. Good partnerships should not be one-sided and should be equally beneficial. Only when a person benefits from a relationship does he devote his time and effort to it (Olannye, 2014). In some partnerships, a person gets back less than he provides. As a result, the person begins to compare his relationship with others. There is always a cost-benefit analysis in any human contractual connection, including the employer-employee relationship.

Similarly, Ahiazu and Asuquo (2016) asserted that employees in organizations participate in relationships of self-interest with their employers or owners and work to maximize the advantages of these relationships. To do this, the employer and the employee would conduct a cost-benefit analysis to assess whether the employment relationship was sustainable.

The social exchange theory's applicability to independent and dependent variables is the foundation for this work's theoretical justification. According to the notion, each party to a contract has specific expectations that must be met, and how well those expectations are met will decide or impact the relationship's quality. For example, employers anticipate that workers will demonstrate steadfast dedication to achieving objectives and targets by contributing meaningful work that, among other things, will improve the organization's performance. On the other hand, workers anticipate that their employer will implement a supportive, flexible work schedule policy to ensure they can fulfill their social objectives outside the workplace. According to this hypothesis, an employer's capacity to offer flexible work schedules will impact profitability, service delivery, and productivity, which are significantly influenced by the employee's contributions.

Concept of Flexible Work Schedule

A flexible work schedule is an arrangement in which employees can choose when to begin and end work-related activities. Typically, all employees must adhere to core working hours (Baltes et al., 1999 Waiganjo & Kihoro, 2016). This type of work arrangement permits the employee or management to physically be present in the organization's office or premises from 8 a.m. to 4 p.m., in the case of some firms in Nigeria. Employees and managers may work flexibly from 8 a.m. to noon, 10 a.m. to 2 p.m., or 12 p.m. to 4 p.m. every day or twice weekly, depending on the employment contract. The worker is anticipated to manage and complete the task(s) delegated to him/her within this time frame. Flexible work arrangements ensure that employees and managers can fulfill their social, economic, and religious obligations while still performing their jobs effectively for their employer(s) (Nwabali, 2018). Based on unique demographics, a flexible work schedule guarantees several income streams. It gives people the freedom to pursue their careers and other life goals.

A flexible work schedule as a dimension represents an environment where managers and employees of both sexes have an equal opportunity to decide when to begin and end their workdays. This suggests that all employees and supervisors are granted flexible work schedules regardless of gender. The ability of employees to modify when, where, and how long they spend on tasks connected to their jobs is known as workplace flexibility (Rau & Hyland, 2012). Such flexible work arrangements are now commonplace within firms. They are frequently employed as a component of the human resource strategy to draw in, retain, and develop necessary talent. Additionally, the government encourages numerous firms to provide their staff with flexible working arrangements, such as flexible or remote locations and part-time employment opportunities.

As a result, firms have started providing employees with flexible working arrangements (Daan, 2013). According to Bond et al. (2012), there are more dual-earner couples, women, single-parent families, and those responsible for caring for older adults in the workplace. Hence flexible working choices are more in demand. In addition, employees are helped to control how they can operate under flexible working conditions to lessen the consequences of job stress on their work (Halpern, 2005). Richman (2006) found a strong correlation between higher levels of organizational commitment and perceived flexibility in working policies, which includes the capacity to balance the demands of work and family problems. However, the availability of flexible work arrangements was found to be differently correlated with the outcomes of affective commitment and work-family conflict in other studies (Thompson et al., 1999).

Flexible work arrangements and rules are signs of a more committed workforce with fewer plans to leave the organization (Burud & Tumolo, 2004). Employers frequently adopt flexible work arrangements, including telework, flexible work hours, and flexible workplaces, to assist employees in juggling their personal and professional lives (Lim & Teo, 2015). Employees who worked for intermediate to big-size firms experienced significant good outcomes simply by the existence of flexible working rules. Thomas & Ganster (2015) found that policies that support flexibility, such as flexible work schedules and supportive supervisors, were positively correlated with lower levels of work-family conflict.

The ability of employees to choose when, where, and how long they participate in duties connected to their jobs is referred to as flexibility in the workplace (Bal & De-Lange, 2014). Despite the rise of flexible work schedules in many organizations and the advantages extolled by academic research, individuals and organizations often are unhappy with the results and experiences they have had (Ryan & Kossek, 2008). According to Clarke (2017), a flexible work schedule is one in which employees, to some extent, work from multiple places or at non-standard hours.

It is common to distinguish between time flexibility, which refers to the ability to choose when work is completed, and location flexibility, which refers to the ability to choose where work is accomplished. However, flexible working can be expanded to provide employees far more influence over other parts of their work schedules, such as (1) when to take a break, (2) when to take a holiday or a day off, (3) how many days of work are spread out over the week, and (4) whether and when overtime is performed.

Concept of Organizational Performance

The actual outputs or results of an organization are compared to their intended outputs (or goals and objectives) in terms of financial performance (profits, returns on assets, return on investment), product market (sales, market share), shareholder return (total shareholder return, economic value added), and non-financial (strategic planning, operations, finance, legal, organizational development, customer service, em) (Catalyst, 2004; Curtis et al., 2012; Mckinsey, 2015; Christiansen et al., 2016).

Organizational performance refers to the objectives the organization has set for itself over a specified period to describe the accomplishments associated with each stage. It represents the whole of the successes that all departments have attained. Organizational performance is linked to a company's existence and success (Ahmed & Shafiq, 2014). Customer-focused performance includes customer satisfaction and the effectiveness of the product or service. Financial and market performance includes revenue, profits, market position, cash-to-cash cycle time, and earnings per share. Human resource performance includes employee organizational effectiveness, time to market, level of innovation, production, and supply chain. (Alam, 2013). Many firms have restructured, instituted complete quality management programs, and added competitive worker perks to reach the necessary level of financial performance. However, despite making such efforts, many businesses have not enjoyed high performance or the desired benefits. Effectiveness, efficiency, productivity, quality, and innovation contribute to organizational performance (Zheng & McLean, 2010).

The outcome that shows or reflects an organization's efficiency or inefficiencies in terms of reputation, competencies and financial performance is generally referred to as organizational performance (Ahmed & Shafiq, 2014). It is crucial to remember that organizational performance refers to an organization's actual output or result compared to its anticipated outputs, goals, and objectives. Organizational performance includes a company's results or effects compared to its upcoming aims or objectives. Concerning authorities in many sectors of effort, it also crosses over strategic planners, operations, finance, legal, and organizational growth. The output of an organization, as determined by its aims and purposes, is also psychotherapy. Financial performance, shareholder value performance (and, in some cases, production capacity performance), and market performance are the three primary results that are calculated inside the company group. There are four different kinds of organizational performance measures. They are capital market outcomes, financial accounting outcomes, organizational outcomes, and human resource outcomes.

In this study, organizational performance refers to the degree to which a business entity's operational actions result in the attainment of goals and fulfill consumer expectations. Workforce productivity, customer contentment, and the caliber of goods and services are all examples of organizational outcomes. Three metrics, such as returns on assets, returns on equity, and profitability, were incorporated into financial accounting outcomes. The stock price, stock price growth rate, and market returns are the three indicators that makeup capital market outcomes, which show how the market assesses a company. Work performance and organizational performance are related. Work performance in this context refers to how employees carry out their duties. When conducting a job performance evaluation, an employer evaluates each employee individually while considering aspects like productivity and leadership abilities. Job performance reviews are frequently conducted annually and can help evaluate if an employee is eligible for a raise, is a good candidate for a promotion or has to be fired (Rowold, 2011). There were numerous methods for assessing an employee's work performance. Rowold (2011) asserts that high-performance work systems and practices are essential for achieving organizational effectiveness improvements and business goals. However, there is no consensus on the best combination or arrangement of these systems and practices. High-performance work systems are supposed to influence and align employees' attitudes and behaviors with the organization's strategic goals, increasing employee engagement and, as a result, organizational performance. However, this work uses productivity, market share, and profitability to gauge organizational performance. This work examines service delivery, productivity, and profitability as organizational performance indicators. This is how they are discussed. Additionally, this study's measurements of organizational productivity include profitability, service quality, and productivity.

Profitability: Profitability and profit are two distinct concepts (Nimalathasan, 2017). Profitability is a relative measure of earning capacity as opposed to profit, which refers to an absolute measure of earning capacity. According to Nimalathasan (2017), profitability is the capacity of a particular investment to generate a return from its use. In contrast, profit is defined as the excess of return over outlay. Profitability is made out of the phrases ability and profit. Although the term "profit" has already been established, its meaning varies depending on how and why an enterprise plans to use its earnings.

The primary indicator of an enterprise's overall performance is profitability (Velnampy & Nimalthasan, 2016). Therefore, analysis of profitability ratios is crucial for the government, lenders, creditors, potential investors, and shareholders alike. Sales are favorably correlated with profitability ratios, except for return on investment, according to Velnampy & Nimalthasan's (2016) analysis. Conversely, depositor numbers are adversely correlated with profitability measures, except for return equity. While Chandler and

Jensen (2014) discovered that sales growth and profitability were unrelated, Sexton and Kasarda (2018) discovered a correlation between company profitability and sustainable growth.

Profitability, in terms of operations, is the degree to which a corporate entity progresses in producing financial resources above its costs. It also serves as a gauge for the value gained from a resource input. Every corporate organization has this as its primary goal, even if occasionally it places more emphasis on offering services than on making a profit. The long-term objective remains to generate enough revenue to make up for when there is no revenue or perhaps even a loss. Such a company will always thoroughly analyze the financial viability of any business initiative it wishes to engage in. The corporation will not confidently enter the market unless it is pleased with the calculation's outcome and other relevant elements. A business idea's ability to be profitable is a crucial indicator of its viability. This is why it indicates whether a company is still in operation.

Moreover, for that reason, it is a metric used to assess an organization's performance. A corporate organization's profitability is assessed using its net interest margin and returns on investment. Equity and is found to be insignificant, the firm is deemed to be producing little to no profit (Aljbiri, 2016). As a result, the company organization will be considered to be functioning poorly because of its poor profitability performance. According to Aljbiri (2016), a successful and influential organization can withstand adverse shocks and actively contribute to the economy's stability.

Service Delivery: Delivering high-quality services is a priority for providers who want to add value to their clients' experiences (Grönroos & Ravald, 2011). By offering high-quality services, businesses can boost consumer happiness and loyalty, leading to long-term prosperity (Zeithaml & Bitner, 2017). Therefore, organizations need to plan the delivery of their services and ensure that the actual plan is successfully implemented to offer high levels of service quality and create value for their consumers (Parasuraman et al., 2016). Therefore, an organization's Service Delivery System (SDS) depends on successfully planning and implementing the specified delivery plans. Furthermore, continuous improvement of service procedures contributes to the optimization of SDS and enhances the organization's service standards.

Service delivery was described as a continuous and cyclical process by Skaggs & Galli-Debicella (2012) for creating and providing user-focused services. They added four stages to their definition of service delivery:

i. User Engagement: identifying users and understanding their needs, as well as understanding the role of weather, climate, and water-related information in different sectors;
ii. Service Design and Development: process between users, providers, suppliers, and partners of creating, designing, and developing services, ensuring user needs are met;
iii. Delivery: producing, disseminating, and communicating data, products, and information (i.e., services) that are fit for purpose and relevant to user needs; and,
iv. Evaluation and Improvement: process to collect user feedback and performance metrics to evaluate and improve upon products and services continuously.

Any interaction between the public administration and clients—citizens, residents, or businesses—to obtain or give data, manage their affairs, or carry out their obligations is service delivery (Sony & Mekoth, 2012). These services are provided in a way that is efficient, foreseeable, trustworthy and welcoming to customers. In addition to the well-known public services like healthcare and education, administrative services are governed by administrative proceedings, like the granting of licenses and permissions. Due to the increasing increase of information and communication technology use, electronic service delivery is a practical way to save time and money for both the government and the customer.

In order to do this, this work defines service delivery as the giving of knowledgeable services to clients that meet their needs. To successfully thrive and complete its objective, every firm places a premium on offering clients high-quality services. The greatest value an organization will ever create is the customer's happiness with the service and product delivery over time. Getting, retaining, and expanding a customer base is crucial for a business's success. Therefore, a company must provide prompt and high-quality service to attract, retain, and develop its clientele base and improve overall performance.

Productivity: Productivity in this context refers to a general indicator of the capacity to provide a good or service. More specifically, productivity measures the efficiency with which resources are used to achieve time-sensitive goals expressed in quantity and quality (Anthony & Gerhard, 2016). Another way to think of productivity is as an index that compares the input to output (goods and services) (labor, materials, energy used to produce the output). Thus, productivity can be written as follows: output = input. In order to boost productivity, one of two options is to either increase the numerator (output) or reduce the denominator (input). Of course, if both input and output increased, but the output did so more quickly than the input, or if input and output declined, but input did so more quickly than output, a similar result would be observed (Paul, 2016; Parker et al., 2013; Haenisch, 2012). However, a distinct perspective is held by Rohan and Madhumita (2012), who define productivity as the log of net sales over all employees.

At the organizational level, productivity refers to a company's ability to deliver desired results with the least amount of effort, resources, time, and money. A measure of productivity considers the cost of the resources used and measures the quantity and quality of work completed (Millar, 2017). According to Mathis and John (2017), productivity is a measurement of the amount and quality of work completed while taking into account the expense and human resources used. An organization's competitive advantage increases with productivity. This is a result of the effective use of the available resources. Results are typically the precise outputs employers are looking for from employees, according to McNamara (2018). They could be described as monetary gains or societal impact, consequently, whose outcomes are expressed in price, quality, quantity, or time. According to McNamara, the time it takes an average person to produce a certain amount of output is critical to measuring productivity. The amount of time a team of workers spends on specific tasks like production, travel, or downtime while they wait for supplies or to fix broken equipment could also be considered. The technique can identify whether employees are devoting too much time away from productivity to tasks that the company can manage.

Methodology

The study employed the use of the exploratory survey research design. The study population involved nineteen (19) registered Textile Production Companies operating in Rivers State, Nigeria. Since the population was not much for the researcher to deal with, the entire population became the sample size. This implies that the census sampling technique was employed. Concerning the respondents, the researcher picked five (5) top managers (General Manager, Operations Manager, Human Resource Manager, Customer Relations Manager, and Information Technology Manager) from each of the companies. Therefore became that 95 (19*5) became the number of respondents.

The instrument for primary data was titled "Flexible Work Schedule and Organizational Performance Questionnaire (FWSOPQ). The design of the questionnaire was a four (4) point rating scale format with the following response options: Very Great Extent (4), Great Extent (3), Moderate Extent (2), and Low Extent (1). The instrument was face and content validated by the researcher's supervisor and two research experts in the Management Department of Ignatius Ajuru University of Education, Port Harcourt, Rivers State. Cronbach's alpha via SPSS (Statistical Package for the Social Sciences) was used to ascertain the instrument's reliability. The least Cronbach's alpha level obtained was 0.79, indicating a highly reliable coefficient. Based on Nunnaly's (1978) criterion of 0.70, a reliability coefficient above 0.70 indicated good or reliable instruments.

A total of ninety-five (95) copies of the questionnaire were distributed to the targeted respondents. Eventually, the researcher could retrieve 87 copies (92%) of the questionnaire correctly filled. In handling the data analysis, hypotheses were tested using Spearman's Rank Order Correlation Coefficient via the Statistical Package for Social Sciences (SPSS) version 20.0. The Spearman's (rho) correlation was used to analyze the relationship between independent and dependent variables at $P < 0.05$ (two-tailed test). The formula is presented below:

$$r = 1 - \frac{6\sum d^2}{n(n^2 - 1)}$$

Where:
$\sum$ = Summation.
n = number of pairs of data
d = difference between the ranking in each data set.
Decision Rule: The tests of hypotheses were considered two-tailed and were carried out at a 95% confidence interval.

Findings

Ho_1: There is no significant relationship between flexible work schedules and the profitability of Textile Production Companies in Rivers State.

Table 1: Correlation between Flexible Work Schedule and Profitability

	Flexible Work Schedule	Profitability

Spearman's rho	Flexible Work Schedule	Correlation Coefficient	1.000	0.736**
		Sig. (2-tailed)	.	.000
		N	87	87
	Profitability	Correlation Coefficient	0.736**	1.000
		Sig. (2-tailed)	.000	.
		N	87	87

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

Source: SPSS Output

The r value in column two of table 1 above, at a significance level of 0.00, is less than the alpha level of 0.05 specified for the hypothesis linking flexible work schedules and profitability. The null hypothesis (Ho_1), which asserts that there is no significant relationship between flexible work schedules and the profitability of Textile Production Companies in Rivers State, was rejected since the significance value is less than the alpha level of 0.05. This suggests that flexible work schedules and the financial success of textile production companies in Rivers State are strongly positively correlated.

Ho_2: There is no significant relationship between flexible work schedules and service delivery of Textile Production Companies in Rivers State.

Table 2: Correlation between Flexible Work Schedule and Service Delivery

			Flexible Work Schedule	Service Delivery
Spearman's rho	Flexible Work Schedule	Correlation Coefficient	1.000	0.823**
		Sig. (2-tailed)	.	.000
		N	87	87
	Service Delivery	Correlation Coefficient	0.823**	1.000
		Sig. (2-tailed)	.000	.
		N	87	87

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

Source: SPSS Output

A value of 0.823 at a significance level of 0.00 in column two of the preceding table 2 is less than the 0.05 alpha level established for the hypothesis between flexible work schedules with service delivery. Therefore, the null hypothesis (Ho_2), which asserts that there is no significant relationship between flexible work schedules and service delivery of Textile Production Companies in Rivers State, was rejected since the significance value is less than the alpha level of 0.05. This suggests that flexible work schedules and the provision of services by Textile Production Companies in Rivers State are strongly positively correlated.

Ho_3: There is no significant relationship between flexible work schedules and the productivity of Textile Production Companies in Rivers State.

Table 3: Correlation between Flexible Work Schedule and Productivity

			Flexible Work Schedule	Productivity
Spearman's rho	Flexible Work Schedule	Correlation Coefficient	1.000	0.685**
		Sig. (2-tailed)	.	.000
		N	87	87
	Productivity	Correlation Coefficient	0.685**	1.000
		Sig. (2-tailed)	.000	.

N	87	87

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

Source: SPSS Output

The r value in column two of table 3 above, at a significance level of 0.00, is lower than the alpha level of 0.05 established for the hypothesis linking flexible work schedules and productivity. The null hypothesis (Ho_3), which asserts that there is no significant association between flexible work schedules and the productivity of Textile Production Companies in Rivers State, was rejected since the significance value is less than the alpha level of 0.05. This suggests that flexible work schedules and the productivity of textile production companies in Rivers State are strongly positively correlated.

These findings showed that a flexible work schedule increases productivity, profitability, and service quality in the workplace. Therefore, it falls on senior managers across all industries to ensure that workers have access to flexible work schedules that can, among other things, influence their contribution to the productivity, service delivery, and profitability of their firms.

Summary of Findings

From the above empirical analysis, the following findings were made:

1. Flexible work schedules and the financial success of textile production companies in Rivers State are strongly positively correlated.
2. Flexible work schedules and the provision of services by Textile Production Companies in Rivers State are strongly positively correlated.
3. Flexible work schedules and the productivity of textile production companies in Rivers State are strongly positively correlated.

Discussion of Findings

Flexible Work Schedule and Profitability

Table 1 in the analysis revealed that flexible work schedules and the financial success of textile production companies in Rivers State are strongly positively correlated. This finding connotes that allowing managers and employees sometimes to choose their suitable work time and place can positively affect the organization's performance, especially in profitability. Flexible work hours allow managers and staff to attend to other obligations while still making significant contributions to the organization's performance, which will, among other things, increase profitability. This further suggests that the company's profitability has significantly increased due to the strategy of assigning assignments or tasks to different personnel. This result is in line with previous research and the study's goals. According to Skinner and Pocock (2008), job sharing boosts productivity and can lead to a more balanced lifestyle by allowing for more time with family, time off for emergencies, and working digitally.

Additionally, it improves leadership and teamwork abilities, allowing workers to collaborate and gain knowledge from one another's experiences. When they claimed that allowing employees to schedule their time would improve their ability to handle conflicting demands, Brouah & Kalliath (2015) provided additional support for this conclusion. They claim that although employees' choices for integrating and separating work and home responsibilities vary, specific work-life approaches may not be effective in minimizing inter-role conflict if they do not consider employees' preferences. For instance, while working from home has advantages for certain people, it has disadvantages for others, especially those with more demanding family responsibilities. Employees exposed to virtual office study have also reported feeling satisfied with their jobs, particularly when given the option to choose the place and time of their work. The key benefit of flexible work hours is that they foster a sense of pleasure, which raises employees' commitment levels by default. As a result of doing this, the organization's performance will improve, and so will its profitability.

Flexible Work Schedule and Service Delivery

The test result in table 2 showed that flexible work schedules and the provision of services by Textile Production Companies in Rivers State are strongly positively correlated. This implies that employees who practice flexible work schedules will significantly add to the organization's performance, especially in service delivery. This is based on the fact that, under this type of work arrangement, the employee must physically be present at the organization's office or premises from 8 a.m. to 4 p.m. (in the case of some organizations in Nigeria). According to Lim and Teo's (2010) research, flexible work arrangements like telework, flexible work schedules, and flexible workplaces are frequently employed by employees to assist them in balancing their personal and professional lives. Employees who worked for intermediate to big-size firms experienced significant favorable outcomes simply because flexible working practices existed in those organizations.

Similarly, Thomas and Ganster (2015) discovered that policies including flexible work schedules and supportive supervisors were positively associated with reduced levels of work-family conflict. According to one definition, workplace flexibility is "the ability of workers to make decisions determining when, where, and how long they engage in tasks relevant to their jobs" (Bal & De-Lange, 2014). Unfortunately, despite the benefits of flexible work schedules being lauded by academic research and their increasing popularity in many firms, both individuals and organizations are often unhappy with the results (Ryan & Kossek, 2018).

Flexible Work Schedule and Productivity

The analysis results in table 3 above revealed that flexible work schedules and productivity of textile production companies in Rivers State are strongly positively correlated. This further means that staff who enjoy flexible work schedules can contribute to their organization by heartily contributing to its productivity. Additionally, Clarke (2017) argued that staffs that are provided time for personal, professional, and social obligations outperform those who do not. A flexible schedule enables the employee or management to physically be present in the organization's office or facilities from 8 a.m. to 4 p.m. Flexible work arrangements aim to ensure that employees and managers can fulfill their social, economic, and religious obligations while still performing their jobs effectively for their employer(s) (Nwabali, 2018). Furthermore, based on unique demographics, a flexible work schedule guarantees several income streams. It gives people the freedom to pursue their careers and other life goals. Providing all employees with this option, regardless of gender, encourages them to increase the company's productivity.

With this type of work schedule, both male and female supervisors and employees have an equal opportunity to decide when the time of day they begin and end their work-related activities. This implies that flexible work schedules are provided to all employees and managers, regardless of gender. The ability of employees to modify when, where, and how long they spend on tasks connected to their jobs is known as workplace flexibility (Rau & Hyland, 2012). Such flexible work arrangements are now commonplace within firms. They are frequently employed as a component of the human resource strategy to draw in, inspire, and keep hold of critical talent. Some companies allow their employees to work flexible hours, from home, or part-time. It becomes very challenging for an employee to avoid improving the company's performance through productivity and other factors when they benefit from one type of flexible work schedule or another from their employer. A flexible work schedule allows employees to continue their education while still working; not many companies will permit this for their employees. Employees of both sexes who receive this benefit from their employers are likely to give it back by giving their all to improve the operation of the business.

Conclusions

The study concluded that flexible work schedules significantly improve the performance of textile businesses in Rivers State based on analyses and discussions of the findings. It can positively impact an organization's profitability, service delivery, and productivity, particularly in the textile industry. It allows employees to occasionally choose when, where, and how they want to contribute while still having time for other commitments outside of work. It will be challenging for textile companies to attain outstanding performance if they do not provide their staff with mechanisms for balancing their personal and professional lives.

Recommendations

Based on the findings, the following recommendations were made:

i. Management should strive to put in place day-to-day, timely, and weekly work shifting to enable managers and employees to perform effectively.
ii. Management of textile companies should ensure that their managers and employees are digitally proficient at promoting efficient remote work, which will boost the organization's performance.
iii. Textile companies should provide their managers and employees with high-speed electronic gadgets and platforms to promote remote working, promoting organizational performance.

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