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Workplace Flexibility and Employee Performance of Nigeria Bottling Company Benin Plant

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Abstract

Workplace flexibility has emerged as a strategic human resource management practice for enhancing employee well-being and organizational performance in response to rapid technological advancement, changing workforce expectations, and evolving business environments. Despite its increasing adoption, empirical evidence on the relationship between workplace flexibility and employee performance within Nigeria's manufacturing sector remains limited. This study examined the relationship between workplace flexibility and employee performance at Nigeria Bottling Company, Benin Plant. Specifically, the study investigated the relationships between remote work and employee commitment, flexible working hours and job satisfaction, and job sharing and task performance. The study adopted a descriptive survey research design. A sample of 161 employees was selected from a population of 268 employees using the Taro Yamane sampling formula and proportionate stratified random sampling technique. Data were collected through a structured questionnaire and analyzed using descriptive statistics and the Pearson Product Moment Correlation Coefficient (PPMC). The findings revealed significant positive relationships between remote work and employee commitment ($r = 0.488$, $p < 0.001$), flexible working hours and job satisfaction ($r = 0.628$, $p < 0.001$), and job sharing and task performance ($r = 0.543$, $p < 0.001$). The study concludes that workplace flexibility significantly enhances employee performance by strengthening employees' commitment, increasing job satisfaction, and improving task performance. It recommends that manufacturing organizations should institutionalize flexible work policies, invest in digital technologies that support flexible work arrangements, and establish effective performance management systems that balance employee flexibility with organizational productivity.

Keywords: *Workplace Flexibility, Remote Work, Flexible Working Hours, Job Sharing, Employee Performance, Employee Commitment, Job Satisfaction, Task Performance.*

JEL Classification: *J22, J24, J81, M12, M54.*

Introduction

The nature of work has undergone profound transformation over the past decade as organizations increasingly seek innovative approaches to managing human resources while sustaining organizational performance in an increasingly competitive and technology-driven business environment. Advances in digital technologies, globalization, demographic changes, and evolving employee expectations have challenged the traditional notion that work must be performed within fixed locations and rigid schedules. Consequently, workplace flexibility has emerged as one of the most influential human resource management practices for improving organizational effectiveness, employee well-being, and long-term competitiveness. Rather than being viewed as an employee benefit alone, workplace flexibility is now recognized as a strategic management approach capable of enhancing organizational resilience, attracting and retaining talented employees, and improving overall organizational performance (Çivilidağ & Durmaz, 2024; Gajendran *et al.*, 2024). Workplace flexibility refers to organizational policies and practices that provide employees with greater discretion regarding where, when, and how work is performed while ensuring that organizational objectives and performance standards are achieved. These arrangements commonly include remote work, flexible working hours, compressed workweeks, job sharing, hybrid work models, and other adaptable scheduling systems designed to improve employees' ability to balance professional and personal responsibilities. Contemporary organizations increasingly recognize that flexibility is no longer merely a welfare initiative but a strategic capability that influences employee motivation, organizational commitment, innovation, and productivity. Evidence synthesized from multiple empirical studies demonstrates that organizations implementing well-designed flexible work arrangements generally experience improvements in employee performance, work engagement, job satisfaction, work-life balance, and organizational commitment, although the magnitude of these outcomes depends on organizational context, leadership practices, technological readiness, and job characteristics (Çividağ & Durmaz, 2024; Ferrara *et al.*, 2022).

The unprecedented disruption caused by the COVID-19 pandemic accelerated the adoption of workplace flexibility across public and private organizations worldwide. During this period, organizations rapidly transitioned from conventional office-based work to remote and hybrid work arrangements to ensure business continuity while safeguarding employee health. Although many organizations have since resumed on-site operations, the pandemic fundamentally altered managerial perceptions regarding flexible work arrangements. Organizations increasingly acknowledge that workplace flexibility can contribute to improved organizational resilience, operational continuity, and employee well-being when supported by effective leadership, digital infrastructure, and appropriate performance management systems. Recent meta-analytic evidence indicates that remote work generally produces favourable outcomes for job satisfaction, organizational commitment, perceived organizational support, supervisor-rated performance, and employee retention, while also presenting challenges associated with social isolation, communication, and collaboration that require deliberate managerial attention (Gajendran *et al.*, 2024).

Among the various dimensions of workplace flexibility, remote work has received considerable scholarly attention because it fundamentally changes the location from which employees perform their duties. Through digital communication technologies, employees are able to accomplish organizational tasks outside traditional office environments while maintaining interaction with supervisors and colleagues. Remote work has been associated with greater autonomy, reduced commuting time, improved concentration, and enhanced work-life integration. Nevertheless, excessive remote work without appropriate organizational support may reduce interpersonal interaction, weaken knowledge sharing, increase feelings of professional isolation, and complicate performance monitoring. Current evidence suggests that the effectiveness of remote work depends less on the physical location of work and more on organizational policies, technological capability, managerial support, and employees' ability to collaborate effectively in virtual environments (Anakpo *et al.*, 2023; Gajendran *et al.*, 2024).

Flexible working hours constitute another important dimension of workplace flexibility. Unlike remote work, flexible scheduling allows employees to determine the timing of their work while maintaining expected workloads and organizational responsibilities. Flexible working hours provide opportunities for employees to accommodate family obligations, educational pursuits, healthcare needs, and other personal responsibilities without sacrificing organizational productivity. Research consistently demonstrates that schedule flexibility contributes to reduced occupational stress, improved work-life balance, greater psychological well-being, and higher employee engagement, particularly when organizations establish clear expectations regarding accountability and performance outcomes. Employees who experience greater control over their work schedules often demonstrate stronger commitment, higher motivation, and greater willingness to contribute discretionary effort toward organizational objectives (Çividağ & Durmaz, 2024).

Job sharing represents another strategic form of workplace flexibility through which two or more employees jointly perform the responsibilities of a single full-time position. This arrangement enables organizations to retain experienced employees who may be unable to maintain traditional full-time schedules while simultaneously preserving organizational knowledge and operational continuity. Job sharing promotes collaboration, knowledge exchange, employee learning, and improved work-life integration, particularly among employees with caregiving responsibilities or other personal commitments. However, successful implementation requires clearly defined roles, effective communication, mutual accountability, and coordinated supervision to prevent duplication of responsibilities or performance inconsistencies. Consequently, organizations must carefully design job-sharing arrangements to ensure that flexibility enhances rather than compromises organizational effectiveness (Çividağ & Durmaz, 2024).

Employee performance remains one of the most significant indicators of organizational success because it reflects the extent to which employees effectively achieve organizational goals while maintaining quality, efficiency, innovation, and customer satisfaction. Contemporary human resource literature increasingly recognizes employee performance as a multidimensional construct encompassing task performance, contextual performance, organizational commitment, job satisfaction, innovative behaviour, and discretionary effort. Employees who perform effectively not only accomplish assigned responsibilities but also contribute positively to organizational learning, teamwork, adaptability, and long-term competitiveness. Consequently, organizations continue to invest in management practices capable of strengthening employee performance while simultaneously improving employee well-being and organizational sustainability (Çividağ & Durmaz, 2024).

Within this study, employee performance is examined through three complementary dimensions: employee commitment, job satisfaction, and task performance. Employee commitment reflects the psychological attachment employees develop toward their organization, influencing their willingness to remain with the organization and contribute to its long-term success. Job satisfaction represents employees' overall evaluation of their work experiences, working conditions, and organizational support, while task performance refers to employees' effectiveness in executing responsibilities that directly contribute to organizational objectives. These dimensions collectively provide a broader and more comprehensive assessment of employee performance than reliance on a single indicator.

Although workplace flexibility has been extensively investigated within developed economies and service-oriented industries, relatively fewer empirical studies have examined its effectiveness within manufacturing organizations, particularly in developing countries such as Nigeria. Manufacturing organizations operate under distinctive operational conditions characterized by production schedules, equipment dependence, quality control requirements, occupational safety regulations, and physical production processes that may restrict the implementation of certain flexible work arrangements. Consequently, findings from financial institutions, educational organizations, or information technology firms cannot automatically be generalized to manufacturing organizations where operational realities differ substantially (Gaur & Dhamija, 2024).

Nigeria Bottling Company Plc remains one of Nigeria's leading manufacturing organizations, operating within an increasingly dynamic business environment characterized by rising production costs, technological advancement, increasing consumer expectations, evolving labour market conditions, and growing competition within the beverage industry. Sustaining organizational competitiveness under these conditions requires management practices that simultaneously enhance employee well-being and organizational productivity. Workplace flexibility therefore presents an important strategic consideration for management because carefully designed flexible work arrangements may strengthen employee commitment, improve job satisfaction, and enhance task performance without compromising operational efficiency. Nevertheless, the practical effectiveness of such arrangements within manufacturing organizations remains insufficiently understood.

Furthermore, the existing literature presents mixed evidence regarding the relationship between workplace flexibility and employee performance. While numerous studies report positive associations between flexible work arrangements and employee outcomes, others caution that inadequate organizational support, ineffective communication systems, poor technological infrastructure, and inappropriate managerial practices may diminish these anticipated benefits. These inconsistent findings indicate that the relationship between workplace flexibility and employee performance is contingent upon organizational context and implementation practices rather than flexibility itself (Gajendran *et al.*, 2024; Anakpo *et al.*, 2023).

Against this background, this study examines the relationship between workplace flexibility and employee performance at Nigeria Bottling Company, Benin Plant. Specifically, it investigates how remote work influences employee commitment, how flexible working hours relate to job satisfaction, and how job sharing contributes to task performance. By focusing on a leading manufacturing organization operating within the Nigerian business environment, the study seeks to provide empirical evidence capable of informing managerial decision-making and contributing to the growing body of knowledge on workplace flexibility in emerging economies.

Statement of the Problem

The increasing demand for organizational competitiveness, coupled with rapid technological advancement and evolving employee expectations, has compelled organizations to rethink traditional work arrangements and adopt more flexible workplace practices. Workplace flexibility has become an important strategic human resource management practice because it enables organizations to respond to changing business environments while simultaneously promoting employee well-being and organizational effectiveness. Flexible work arrangements such as remote work, flexible working hours, and job sharing have been associated with improved employee motivation, work-life balance, organizational commitment, job satisfaction, and productivity. A recent systematic review by Çividağ and Durmaz (2024) reported a significant positive relationship between flexible working arrangements and employee performance, concluding that organizations adopting well-designed flexibility policies generally experience improvements in employee productivity, commitment, and organizational outcomes. Similarly, Gajendran *et al.* (2024), in a comprehensive meta-analysis involving more than one hundred empirical studies, found that remote work produces favourable outcomes for job satisfaction, organizational commitment, supervisor-rated performance, and employee retention, although these benefits are influenced by organizational support and the extent of employee isolation. Further empirical evidence also indicates that workplace flexibility contributes positively to employees' psychological well-being and work effectiveness when supported by appropriate organizational policies and digital infrastructure (Ferrara *et al.*, 2022; Gaur & Dhamija, 2024).

Despite these reported benefits, implementing workplace flexibility remains considerably more challenging within manufacturing organizations than in many service-oriented industries. Manufacturing firms rely heavily on synchronized production schedules, standardized operating procedures, quality control systems, and continuous workflow that frequently require employees' physical presence. Consequently, managers are often confronted with the challenge of balancing operational efficiency with employees' increasing demand for flexibility. Although administrative, finance, procurement, marketing, information technology, and human resource functions may readily accommodate remote work and flexible scheduling, production-related activities generally require on-site participation. This operational diversity raises important managerial questions regarding which forms of workplace flexibility can be effectively implemented without compromising productivity, product quality, operational efficiency, or customer satisfaction. Recent manufacturing-sector evidence demonstrates that flexibility initiatives can improve employee satisfaction and organizational performance, but their success largely depends on the nature of work, managerial intervention, and organizational readiness (Gaur & Dhamija, 2024). Likewise, studies on work-from-home effectiveness emphasize that organizational support, resource availability, and a conducive work environment significantly determine whether flexible work arrangements translate into higher job satisfaction and improved performance (Procedia CIRP, 2024).

Employee performance continues to represent one of the most critical determinants of organizational success because it directly influences productivity, innovation, service quality, customer satisfaction, profitability, and long-term organizational sustainability. Consequently, organizations continue to invest heavily in management practices capable of strengthening employee commitment, improving job satisfaction, and enhancing task performance. However, many organizations continue to experience declining employee engagement, increasing turnover intentions, work-related stress, absenteeism, and reduced organizational commitment despite these investments. These challenges have become more pronounced in the post-pandemic era as employees increasingly expect greater autonomy, flexibility, and work-life integration, while organizations remain concerned about maintaining accountability, collaboration, communication, and performance standards. Although flexible work arrangements have been proposed as an effective response to these challenges, recent evidence suggests that flexibility alone does not guarantee improved employee performance; rather, organizational culture, leadership practices, technological capability, communication quality, and performance management systems collectively determine whether flexible work arrangements produce positive organizational outcomes (Çividağ & Durmaz, 2024; Gajendran *et al.*, 2024).

Another concern is that existing empirical findings regarding workplace flexibility and employee performance remain inconsistent. While numerous studies report positive relationships between flexible work arrangements and employee outcomes, other investigations suggest that excessive remote work may weaken interpersonal relationships, reduce knowledge sharing, increase professional isolation, and create communication barriers if organizations fail to establish appropriate support systems. Recent evidence further indicates that the effectiveness of remote work differs across occupations and organizational contexts, with workplace characteristics, managerial quality, coordination requirements, and organizational support exerting stronger influences on employee outcomes than remote work itself (Makridis & Schloetzer, 2026). Similarly, the dual-pathway model proposed by Gajendran *et al.* (2024) demonstrates that remote work simultaneously enhances employee autonomy while increasing social isolation, resulting in both positive and negative consequences for organizational outcomes depending on how work arrangements are managed. These contrasting findings suggest that workplace flexibility is not universally beneficial and therefore requires continued empirical investigation within different organizational contexts.

Beyond these inconsistencies, important gaps remain in the literature. Conceptually, many previous studies have examined workplace flexibility as a single construct, thereby overlooking the unique contributions of specific dimensions such as remote work, flexible working hours, and job sharing. Such an approach limits understanding of which flexibility practices exert the greatest influence on different aspects of employee performance. Empirically, a substantial proportion of previous investigations have concentrated on financial institutions, educational organizations, healthcare institutions, technology firms, and public-sector organizations, with comparatively limited attention devoted to manufacturing organizations operating within developing economies. Consequently, findings from these sectors cannot be readily generalized to manufacturing firms where operational processes, production technologies, workforce composition, and organizational structures differ considerably. Methodologically, many earlier studies have relied on a single indicator of employee performance, thereby providing only a partial assessment of organizational effectiveness. Examining employee commitment, job satisfaction, and task performance simultaneously offers a broader and more comprehensive understanding of employee performance and enables organizations to identify which dimensions of workplace flexibility produce the greatest organizational benefits. Recent reviews have specifically recommended additional empirical research within developing economies and industry-specific contexts to strengthen the evidence base on workplace flexibility and employee performance (Çividağ & Durmaz, 2024).

Nigeria Bottling Company, Benin Plant provides an appropriate context for addressing these gaps because it operates within one of Nigeria's most competitive manufacturing industries, where sustaining employee performance is essential for maintaining production efficiency, product quality, innovation, and organizational competitiveness. As the organization continues to navigate increasing technological advancement, changing workforce expectations, and competitive market pressures, empirical evidence is required to determine whether workplace flexibility can meaningfully enhance employee commitment, job satisfaction, and task performance within its operational environment. It is against these conceptual, empirical, contextual, and methodological gaps that this study examines the relationship between workplace flexibility and employee performance at Nigeria Bottling Company, Benin Plant by investigating the relationships between remote work and employee commitment, flexible working hours and job satisfaction, and job sharing and task performance. The findings are expected to contribute to contemporary human resource management literature while providing evidence-based recommendations for manufacturing organizations seeking to implement effective workplace flexibility practices.

Objectives

General Objective

The general objective of this study is to examine the relationship between workplace flexibility and employee performance at Nigeria Bottling Company, Benin Plant.

Specific Objective

The specific objectives of the study are to:

1. examine the relationship between remote work and employee commitment at Nigeria Bottling Company, Benin Plant.
2. determine the relationship between flexible working hours and job satisfaction at Nigeria Bottling Company, Benin Plant.
3. investigate the relationship between job sharing and task performance at Nigeria Bottling Company, Benin Plant.

Research Hypotheses

Based on the research objective, the following null hypotheses will be tested:

H_{01}: There is no significant positive relationship between remote work and employee commitment.

H_{02}: There is no significant positive relationship between flexible working hours and job satisfaction at Nigeria Bottling Company, Benin Plant.

H_{03}: There is no significant positive relationship between job sharing and task performance at Nigeria Bottling Company, Benin Plant.

Literature Review (Conceptual Review)

Workplace Flexibility

Workplace flexibility has become one of the most significant strategic human resource management practices adopted by organizations seeking to improve employee well-being and organizational performance in an increasingly dynamic business environment. The concept extends beyond allowing employees to work from home and encompasses organizational practices that provide flexibility regarding when, where, and how work is performed while ensuring that organizational objectives are achieved. Common forms include remote work, flexible working hours, hybrid work arrangements, compressed workweeks, and job sharing. These practices enable organizations to respond more effectively to technological advancements, demographic changes, labour market competition, and employees' increasing demand for improved work-life integration (Çivilidağ & Durmaz, 2024; International Labour Organization [ILO], 2024).

Recent empirical evidence indicates that workplace flexibility contributes positively to employee engagement, organizational commitment, job satisfaction, productivity, and talent retention when supported by appropriate organizational policies and leadership practices. Gajendran *et al.* (2024) reported that flexible work arrangements generally improve employee attitudes and performance by increasing autonomy and reducing work-family conflict, although these outcomes vary according to organizational support and communication effectiveness. Similarly, Bloom *et al.* (2024) found that hybrid work arrangements enhanced employee retention and satisfaction without negatively affecting performance, demonstrating that flexibility can simultaneously benefit employees and employers. However, ineffective implementation may result in communication gaps, reduced collaboration, role ambiguity, and weakened organizational cohesion, particularly where technological infrastructure and managerial support are inadequate (Ferrara *et al.*, 2022; Gaur & Dhamija, 2024). Workplace flexibility is conceptualized as an organizational strategy that enables employees to perform their responsibilities through adaptable work arrangements while maintaining expected performance standards. It is operationalized using three dimensions: remote work, flexible working hours, and job sharing, as these represent the most relevant forms of flexibility within contemporary organizations and the manufacturing sector.

Remote Work

Remote work has become one of the most widely adopted dimensions of workplace flexibility, enabling employees to perform their job responsibilities outside the traditional workplace through the use of digital technologies and online communication platforms. Although remote work existed before the COVID-19 pandemic, its adoption accelerated significantly during and after the pandemic, transforming how organizations manage employees and evaluate performance. Rather than emphasizing employees' physical presence, organizations increasingly focus on outputs, accountability, and performance outcomes. This shift has encouraged organizations to redesign work processes while leveraging technology to enhance collaboration, communication, and operational continuity (Gajendran *et al.*, 2024; International Labour Organization [ILO], 2024).

Recent studies indicate that remote work offers numerous benefits for both employees and organizations. Employees working remotely often experience greater autonomy, improved work-life balance, reduced commuting time, lower work-related stress, and increased job satisfaction. These advantages frequently translate into stronger organizational commitment, higher work engagement, and improved individual performance. Bloom *et al.* (2024) found that hybrid and remote work arrangements significantly improved employee retention and satisfaction without reducing productivity. Similarly, Ferrara *et al.* (2022) observed that remote work enhances employee well-being when supported by effective leadership, digital infrastructure, and clear organizational policies. Nevertheless, remote work also presents challenges including communication barriers, professional isolation, reduced team cohesion, cybersecurity concerns, and difficulties in performance monitoring where organizational support is inadequate (Ferrara *et al.*, 2022; Gaur & Dhamija, 2024). Remote work refers to the organizational practice that permits eligible employees of Nigeria Bottling Company, Benin Plant to perform assigned responsibilities outside the conventional workplace using information and communication technologies while maintaining expected performance standards. It is examined as a dimension of workplace flexibility that is expected to strengthen employee commitment.

Flexible Working Hours

Flexible working hours refer to work arrangements that allow employees to vary their starting and finishing times within organizationally approved limits while completing the required number of working hours and assigned responsibilities. Unlike remote work, which focuses primarily on work location, flexible working hours emphasize employees' control over work schedules, enabling them to balance professional obligations with personal and family responsibilities. This flexibility has become increasingly important as organizations seek to improve employee well-being, attract and retain skilled employees, and create more inclusive workplaces capable of accommodating diverse workforce needs (International Labour Organization [ILO], 2024; Eurofound, 2023).

Recent studies suggest that flexible working hours positively influence employee attitudes and organizational outcomes by reducing work-family conflict, occupational stress, and absenteeism while improving job satisfaction, work engagement, and organizational commitment. Employees who have greater control over their work schedules often demonstrate higher motivation and are better able to manage competing work and personal demands, resulting in improved productivity and psychological well-being. Çivilidağ and Durmaz (2024) found that flexible scheduling contributes significantly to employee performance by enhancing work-life balance and overall job satisfaction. Similarly, Gajendran *et al.* (2024) reported that schedule flexibility strengthens employees' perception of organizational support, thereby encouraging greater commitment and discretionary effort. However, the successful implementation of flexible working hours depends on effective coordination, equitable scheduling practices, managerial trust, and clear performance expectations to prevent workload imbalances and operational disruptions (Ferrara *et al.*, 2022; Gaur & Dhamija, 2024). Flexible working hours refer to the organizational practice that allows employees of Nigeria Bottling Company, Benin Plant to adjust their work schedules within approved operational limits while fulfilling assigned responsibilities. It is examined as a dimension of workplace flexibility expected to enhance employees' job satisfaction.

Job Sharing

Job sharing is a flexible work arrangement in which two or more employees jointly perform the responsibilities of a single full-time position by dividing working hours, tasks, and accountability according to an agreed schedule. This arrangement enables organizations to retain experienced employees who may be unable to work conventional full-time schedules while maintaining operational continuity and workforce productivity. Job sharing has gained increasing attention as organizations seek innovative approaches to talent retention, workforce diversity, and employee well-being in response to changing labour market conditions and demographic shifts (International Labour Organization [ILO], 2024; Eurofound, 2023).

Contemporary literature suggests that job sharing can improve employee morale, collaboration, knowledge transfer, and work-life balance by reducing workload pressure and allowing employees greater flexibility in managing personal responsibilities. Employees participating in job-sharing arrangements often report higher job satisfaction and stronger organizational commitment because the arrangement enables them to remain economically active without sacrificing family or educational obligations. Furthermore, organizations benefit through improved employee retention, reduced burnout, continuity of institutional knowledge, and enhanced teamwork. Nevertheless, successful job sharing requires effective communication, clearly defined responsibilities, compatible partners, and coordinated supervision to prevent duplication of duties, role ambiguity, or reduced accountability. Where these conditions are absent, job sharing may create operational inefficiencies and interpersonal conflicts that undermine organizational performance (Çividağ & Durmaz, 2024; Ferrara *et al.*, 2022; Gaur & Dhamija, 2024). Job sharing refers to an organizational arrangement whereby two employees collectively undertake the responsibilities of a single position through coordinated work schedules while maintaining expected performance standards. It is operationalized as a dimension of workplace flexibility expected to improve employees' task performance at Nigeria Bottling Company, Benin Plant.

Employee Performance

Employee performance represents the extent to which employees effectively execute their assigned responsibilities and contribute to the achievement of organizational goals. It is widely regarded as a multidimensional construct that encompasses employees' efficiency, quality of work, productivity, adaptability, and behavioural contributions to organizational success. Contemporary human resource management literature emphasizes that employee performance extends beyond the completion of assigned tasks to include behaviours that promote innovation, teamwork, customer satisfaction, and organizational sustainability. Consequently, organizations increasingly view employee performance as a strategic asset that determines competitiveness and long-term organizational growth (Aguinis, 2019; Chartered Institute of Personnel and Development [CIPD], 2023).

Recent studies indicate that employee performance is influenced by organizational support, leadership style, job design, workplace flexibility, employee motivation, technological capability, and work-life balance. Flexible work arrangements have received considerable scholarly attention because they enable employees to perform their responsibilities under conditions that enhance psychological well-being and reduce work-related stress. Çividağ and Durmaz (2024) reported that organizations implementing appropriate flexibility policies experience significant improvements in employee productivity, engagement, and organizational commitment. Similarly, Gajendran *et al.* (2024) found that flexibility enhances employee performance by increasing autonomy and job satisfaction while reducing work-family conflict. However, these benefits depend on supportive leadership, effective communication, and performance management systems that ensure accountability and collaboration (Ferrara *et al.*, 2022; Bloom *et al.*, 2024). Employee performance is conceptualized as employees' effectiveness in achieving organizational objectives and is measured using three dimensions: employee commitment, job satisfaction, and task performance. These dimensions collectively provide a comprehensive assessment of employees' behavioural, attitudinal, and operational contributions to organizational success.

Employee Commitment

Employee commitment refers to the psychological attachment, loyalty, and sense of identification that employees develop toward their organization, influencing their willingness to remain with the organization and contribute to its long-term success. Committed employees demonstrate stronger emotional attachment to organizational values, exhibit greater willingness to exert discretionary effort, and are more likely to remain with their employer despite external opportunities. Organizational commitment has therefore become a critical indicator of employee performance because it influences productivity, organizational citizenship behaviour, employee retention, and organizational stability (Meyer & Allen, 1991; CIPD, 2023).

Recent evidence suggests that workplace flexibility significantly influences employee commitment by improving work-life balance, increasing perceived organizational support, and enhancing employee autonomy. Employees who perceive that their organizations support flexible work arrangements often reciprocate through stronger organizational loyalty and greater commitment to organizational objectives. Gajendran *et al.* (2024) reported that remote work positively affects organizational commitment when supported by effective communication and managerial trust. Likewise, Bloom *et al.* (2024) found that employees participating in hybrid work arrangements demonstrated higher retention rates and stronger organizational attachment than employees working exclusively on-site. Nevertheless, inadequate organizational support, social isolation, and poor communication may weaken commitment despite the availability of flexible work arrangements (Ferrara *et al.*, 2022; Makridis & Schloetzer, 2026). Employee commitment refers to the degree of psychological attachment and loyalty exhibited by employees toward Nigeria Bottling Company, Benin Plant. It is examined as an indicator of employee performance expected to improve through the effective implementation of remote work practices.

Job Satisfaction

Job satisfaction refers to the positive emotional state that results from employees' evaluation of their jobs, work environment, and overall employment experience. It reflects employees' perceptions of whether their expectations regarding compensation, supervision, career opportunities, workload, work-life balance, and organizational support are adequately fulfilled. High levels of job satisfaction are associated with increased motivation, improved organizational commitment, reduced absenteeism, lower turnover intentions, and enhanced employee performance. Consequently, job satisfaction remains one of the most widely studied indicators of organizational effectiveness within human resource management research (CIPD, 2023; International Labour Organization [ILO], 2024). Contemporary research demonstrates that workplace flexibility plays an important role in enhancing employees' job satisfaction. Flexible working hours enable employees to balance professional responsibilities with family and personal obligations, thereby reducing stress and improving overall well-being. Çividağ and Durmaz (2024) found that schedule flexibility significantly improves employees' satisfaction with their jobs by increasing autonomy and reducing work-family conflict. Similarly, Gajendran *et al.* (2024) concluded that employees with greater control over their work schedules generally report higher job satisfaction and stronger perceptions of organizational support. However, the effectiveness of flexible scheduling depends on fairness, managerial support, workload distribution, and clear organizational policies to prevent inequity among employees (Ferrara *et al.*, 2022; Gaur & Dhamija, 2024). Job satisfaction is defined as employees' overall level of contentment with their work and organizational environment at Nigeria Bottling Company, Benin Plant. It is operationalized as an indicator of employee performance expected to improve through flexible working hours.

Task Performance

Task performance refers to the effectiveness with which employees execute the core duties and responsibilities formally assigned to their positions. It encompasses the quality, quantity, accuracy, efficiency, and timeliness with which employees perform activities that directly contribute to organizational objectives. Unlike contextual performance, which involves voluntary behaviours beyond formal job requirements, task performance focuses specifically on activities that are explicitly recognized within employees' job descriptions and evaluated through organizational performance standards (Aguinis, 2019). Recent literature suggests that workplace flexibility can enhance task performance by providing employees with greater autonomy, reducing work-related stress, and enabling more efficient allocation of time and effort. Employees who experience supportive flexible work arrangements often demonstrate improved concentration, stronger motivation, and higher productivity because they are better able to balance professional and personal responsibilities. Bloom *et al.* (2024) reported that hybrid work arrangements maintained or improved employee productivity while enhancing retention. Similarly, Gajendran *et al.* (2024) observed that flexibility contributes positively to individual task performance when accompanied by effective leadership, communication, and technological support. Nevertheless, poorly coordinated flexible work arrangements may reduce collaboration, create role ambiguity, and negatively affect performance if responsibilities are not clearly defined (Ferrara *et al.*, 2022; Gaur & Dhamija, 2024). Task performance refers to the extent to which employees of Nigeria Bottling Company, Benin Plant effectively perform their assigned duties in accordance with established organizational standards. It is examined as an indicator of employee performance expected to improve through effective job-sharing arrangements.

Workplace Flexibility and Employee Performance

Workplace flexibility has increasingly been recognized as a strategic human resource management practice that enhances employee performance by providing employees with greater autonomy, improving work-life balance, and creating a supportive work environment. Contemporary organizations no longer evaluate flexibility solely as an employee welfare initiative but as an organizational capability that contributes to improved commitment, job satisfaction, productivity, innovation, and organizational sustainability. According to Çivilidağ and Durmaz (2024), flexible work arrangements positively influence employee performance by reducing work-related stress, strengthening employee engagement, and improving psychological well-being. Similarly, Gajendran *et al.* (2024) found that workplace flexibility contributes significantly to organizational commitment, supervisor-rated performance, and employee retention through increased autonomy and perceived organizational support. Bloom *et al.* (2024) further demonstrated that hybrid work arrangements improve employee satisfaction and retention without reducing productivity, indicating that flexibility can simultaneously benefit employees and organizations.

Despite these benefits, the relationship between workplace flexibility and employee performance remains contingent upon organizational context and implementation practices. Effective communication, leadership support, digital infrastructure, organizational trust, and equitable human resource policies are essential for ensuring that flexible work arrangements translate into improved employee outcomes. Conversely, poorly managed flexibility may result in communication breakdowns, professional isolation, reduced collaboration, and performance inconsistencies, particularly within manufacturing organizations where operational coordination is critical (Ferrara *et al.*, 2022; Gaur & Dhamija, 2024). Drawing from the reviewed literature, this study posits that workplace flexibility influences employee performance through multiple pathways. Specifically, remote work is expected to strengthen employee commitment by increasing autonomy and organizational support; flexible working hours are anticipated to improve job satisfaction by promoting work-life balance; while job sharing is expected to enhance task performance through workload distribution, collaboration, and efficient utilization of employees' skills. Examining these relationships within Nigeria Bottling Company, Benin Plant will provide empirical evidence on the effectiveness of workplace flexibility within Nigeria's manufacturing sector and contribute to the growing body of knowledge on flexible work arrangements.

Theoretical Framework

Job Characteristics Theory

Job Characteristics Theory (JCT), developed by Hackman and Oldham (1976), is one of the most influential theories in organizational behaviour and human resource management for explaining how job design influences employee motivation and performance. The theory posits that employees are more likely to experience high levels of internal motivation, job satisfaction, commitment, and performance when their jobs possess five core characteristics: skill variety, task identity, task significance, autonomy, and feedback. These characteristics create three critical psychological states—experienced meaningfulness of work, experienced responsibility for work outcomes, and knowledge of work results—which ultimately lead to improved work performance, increased job satisfaction, reduced absenteeism, and lower turnover intentions. Among the five core dimensions, autonomy is particularly relevant to workplace flexibility because it provides employees with discretion over how, when, and where work is performed. Contemporary organizations increasingly integrate flexible work arrangements into job design to strengthen employees' sense of autonomy while maintaining accountability for performance outcomes. Recent studies indicate that employees who experience greater autonomy through remote work and flexible scheduling are more likely to demonstrate stronger work engagement, organizational commitment, higher job satisfaction, and improved individual performance because they perceive greater control over their work environment and work-life balance (Çivilidağ & Durmaz, 2024; Gajendran *et al.*, 2024). Likewise, Bloom *et al.* (2024) found that employees participating in hybrid work arrangements-maintained productivity while reporting significantly higher job satisfaction and lower turnover intentions, demonstrating that autonomy remains a critical mechanism linking workplace flexibility to employee performance.

The theory is particularly relevant to this study because remote work, flexible working hours, and job sharing all enhance employees' level of autonomy by allowing greater control over work schedules, work locations, and task execution. Such flexibility is expected to improve employee commitment, increase job satisfaction, and enhance task performance through the motivational processes identified by Job Characteristics Theory. Therefore, the theory provides a strong explanation of how workplace flexibility contributes to improved employee performance at Nigeria Bottling Company, Benin Plant.

Social Exchange Theory

Social Exchange Theory (SET), originally advanced by Blau (1964), explains workplace behaviour as a series of reciprocal exchanges between employees and their organizations. The theory argues that when organizations provide valuable resources, support, and favourable working conditions, employees develop a sense of obligation to reciprocate through positive attitudes and behaviours that benefit the organization. These reciprocal behaviours include stronger organizational commitment, increased job satisfaction, improved task performance, organizational citizenship behaviour, and lower turnover intentions. Within the context of workplace flexibility, organizations that provide employees with opportunities to work remotely, adopt flexible working hours, or participate in job-sharing arrangements signal trust, support, and concern for employees' well-being. Employees who perceive these flexible work arrangements as valuable organizational support are more likely to reciprocate by demonstrating higher levels of commitment, greater satisfaction with their jobs, and improved performance. Recent empirical evidence supports this reciprocal relationship. Gajendran *et al.* (2024) found that employees who perceived higher levels of organizational support during remote work reported stronger organizational commitment and better performance outcomes. Similarly, Çivilidağ and Durmaz (2024) concluded that workplace flexibility enhances employee engagement and productivity because employees respond positively to supportive organizational practices. Furthermore, Ferrara *et al.* (2022) observed that flexible work arrangements improve employee well-being and organizational effectiveness when organizations provide adequate communication, leadership support, and technological resources. Social Exchange Theory is appropriate for this study because it explains why employees at Nigeria Bottling Company, Benin Plant are expected to reciprocate organizational flexibility with stronger commitment, greater job satisfaction, and improved task performance. Consequently, the theory complements Job Characteristics Theory by explaining the behavioural mechanism through which workplace flexibility influences employee performance.

Theoretical Underpinning

This study is anchored primarily on Job Characteristics Theory (Hackman & Oldham, 1976) and supported by Social Exchange Theory (Blau, 1964). Job Characteristics Theory explains how workplace flexibility enhances employee performance by increasing autonomy, meaningfulness of work, and intrinsic motivation, while Social Exchange Theory explains employees' reciprocal responses to supportive organizational practices. Together, the two theories provide a comprehensive explanation of the relationship between workplace flexibility and employee performance. However, Job Characteristics Theory serves as the principal theoretical foundation for this study because workplace flexibility fundamentally represents a form of job redesign that increases employees' autonomy over when, where, and how work is performed. The theory therefore provides the strongest conceptual explanation for examining how remote work, flexible working hours, and job-sharing influence employee commitment, job satisfaction, and task performance at Nigeria Bottling Company, Benin Plant.

Empirical Review

Remote Work and Employee Commitment

Recent empirical evidence demonstrates that remote work has become a significant determinant of employee commitment, particularly in organizations that provide adequate technological support and flexible human resource policies. Gajendran *et al.* (2024) conducted a comprehensive meta-analysis examining the consequences of remote work on employee attitudes and performance across multiple industries. The study revealed that remote work positively influenced organizational commitment by increasing employee autonomy, reducing work–family conflict, and strengthening perceptions of organizational support. However, the authors also observed that prolonged remote work without adequate communication mechanisms could increase social isolation and weaken employees' attachment to their organizations.

Bloom *et al.* (2024) investigated the effectiveness of hybrid work through a randomized controlled trial involving employees across several organizations. Their findings indicated that employees participating in hybrid work arrangements reported significantly higher organizational commitment, lower turnover intentions, and improved work satisfaction while maintaining comparable productivity to employees working entirely on-site. The researchers concluded that flexible work arrangements strengthen employees' psychological attachment to their organizations when accompanied by trust-based management and effective performance evaluation systems.

Similarly, Ferrara *et al.* (2022) examined the influence of remote work on employee well-being and organizational outcomes and found that organizational commitment improved when employees perceived that remote work policies reflected genuine organizational concern for employee welfare. Nevertheless, the study emphasized that ineffective communication, inadequate technological infrastructure, and weak managerial support could diminish these positive outcomes. Collectively, these studies suggest that remote work enhances employee commitment when organizations establish supportive work environments, thereby justifying the investigation of this relationship within Nigeria Bottling Company, Benin Plant.

Flexible Working Hours and Job Satisfaction

Flexible working hours have received considerable scholarly attention because they provide employees with greater control over their work schedules while promoting work-life balance. Çividağ and Durmaz (2024), in a systematic review of workplace flexibility studies, concluded that flexible scheduling consistently improves job satisfaction by reducing work-related stress, increasing employee autonomy, and enabling employees to balance professional and personal responsibilities more effectively. The review further demonstrated that organizations implementing flexible scheduling policies experience improvements in employee morale, engagement, and retention.

Gajendran *et al.* (2024) further reported that employees with greater schedule flexibility generally exhibit higher levels of job satisfaction because flexible work arrangements increase perceptions of fairness, organizational support, and trust. Their study highlighted that employees value the opportunity to determine their work schedules, particularly when organizational expectations regarding performance remain clear and achievable. Likewise, Ferrara *et al.* (2022) found that flexible working hours positively influence employees' psychological well-being and overall job satisfaction by reducing occupational stress and improving work-life integration. Conversely, Gaur and Dhamija (2024) argued that flexible scheduling does not automatically produce positive outcomes in manufacturing organizations. Their findings suggest that organizational coordination, production requirements, managerial support, and equitable scheduling practices significantly influence employees' satisfaction with flexible work arrangements. Where scheduling practices are perceived as unfair or inconsistent, the anticipated benefits may not materialize. These findings indicate that the relationship between flexible working hours and job satisfaction remains context-dependent, reinforcing the need to examine this relationship within the operational environment of Nigeria Bottling Company, Benin Plant.

Job Sharing and Task Performance

Job sharing has increasingly emerged as a flexible work arrangement that enables organizations to improve employee well-being while maintaining operational effectiveness. Recent literature suggests that job-sharing arrangements promote collaboration, knowledge transfer, and efficient workload distribution, thereby enhancing employees' ability to perform assigned tasks effectively. Çividağ and Durmaz (2024) reported that organizations adopting flexible work practices, including job sharing, recorded improvements in employee productivity, engagement, and overall performance because employees experienced lower stress levels and greater work-life balance.

Ferrara *et al.* (2022) observed that employees participating in collaborative flexible work arrangements demonstrated improved task performance when responsibilities were clearly defined and supported by effective communication systems. The study emphasized that successful job sharing depends on mutual accountability, compatible working relationships, and coordinated supervision to prevent duplication of effort or role ambiguity. Similarly, Gaur and Dhamija (2024) found that manufacturing organizations implementing flexible work arrangements achieved better employee performance where managers effectively coordinated work schedules and maintained clear performance expectations. Despite these positive findings, the literature also indicates that poorly implemented job-sharing arrangements may reduce operational efficiency if employees fail to communicate effectively or if responsibilities are not clearly allocated. Consequently, the effectiveness of job sharing depends largely on organizational structure, leadership quality, and performance management systems. The reviewed studies therefore provide substantial empirical support for examining whether job sharing contributes significantly to task performance among employees of Nigeria Bottling Company, Benin Plant.

Gap in Knowledge

The reviewed empirical literature demonstrates that workplace flexibility generally contributes positively to employee outcomes; however, several important gaps remain. Conceptually, many previous studies have examined workplace flexibility as a single construct without distinguishing the unique effects of remote work, flexible working hours, and job sharing. This limit understanding of how individual flexibility practices influence specific dimensions of employee performance. Empirically, much of the existing evidence originates from developed economies and service-oriented industries, while comparatively few studies have focused on manufacturing organizations in developing countries such as Nigeria. Contextually, the operational characteristics of manufacturing firms differ substantially from those of financial institutions, educational organizations, and technology firms, limiting the generalizability of previous findings. Methodologically, many earlier studies relied on one-dimensional measures of employee performance, whereas the present study adopts a multidimensional perspective by examining employee commitment, job satisfaction, and task performance simultaneously. Addressing these conceptual, empirical, contextual, and methodological gaps will enrich the literature on workplace flexibility and provide evidence-based guidance for managers within Nigeria's manufacturing sector.

Methodology

This study adopted a descriptive survey research design to examine the relationship between workplace flexibility and employee performance at Nigeria Bottling Company (NBC), Benin Plant, Edo State, Nigeria. The survey design was considered appropriate because it enabled the collection of quantitative data from employees regarding their perceptions of workplace flexibility and its influence on employee commitment, job satisfaction, and task performance without manipulating the study variables. The study population comprised 268 managerial and non-managerial employees of the organization. Using the Taro Yamane (1973) sample size determination formula at a 5% margin of error, a sample size of 161 respondents was obtained. A proportionate stratified random sampling technique was employed to ensure adequate representation of employees across the various departments of the organization. Primary data were collected using a structured questionnaire developed from the study objectives and relevant literature. The instrument consisted of two sections: Section A captured respondents' demographic characteristics, while Section B contained items measuring remote work, flexible working hours, job sharing, employee commitment, job satisfaction, and task performance using a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1). The questionnaire was subjected to face and content validity by experts in Business Administration and Measurement and Evaluation to ensure that the items adequately measured the study constructs. The reliability of the instrument was established through Cronbach's Alpha, with all constructs exceeding the recommended threshold of 0.70, indicating satisfactory internal consistency. Copies of the questionnaire were administered personally to the respondents with the assistance of trained research assistants to ensure a high response rate. The collected data were coded and analyzed using the Statistical Package for the Social Sciences (SPSS) version 27. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize respondents' characteristics, while the Pearson Product Moment Correlation Coefficient (PPMC) was employed to test the three hypotheses at the 0.05 level of significance.

Data Analysis

Table 1: Descriptive Statistics

Variable	Mean	Standard Deviation
Remote Work	3.916	0.668
Flexible Working Hours	3.897	0.711
Job Sharing	4.000	0.651
Employee Commitment	3.887	0.792
Job Satisfaction	3.880	0.904
Task Performance	3.860	0.819

Source: *SPSS vs27*

Interpretation: The descriptive statistics indicate that respondents generally expressed agreement with the questionnaire items, as all mean scores exceeded the midpoint of the five-point Likert scale. Job Sharing recorded the highest mean (M = 4.000, SD = 0.651), followed by Remote Work (M = 3.916, SD = 0.668) and Flexible Working Hours (M = 3.897, SD = 0.711). Among the employee performance dimensions, Employee Commitment (M = 3.887, SD = 0.792), Job Satisfaction (M = 3.880, SD = 0.904), and Task Performance (M = 3.860, SD = 0.819) also recorded relatively high mean scores, suggesting favourable employee perceptions.

Hypothesis One

Table 2. H_{01}: *There is no significant relationship between remote work and employee commitment.*

Variables	r	p-value	Decision
Remote Work × Employee Commitment	0.488	<0.001	Reject H_{01}

Source: *SPSS vs27*

Interpretation: The Pearson correlation coefficient revealed a moderate positive relationship between remote work and employee commitment ($r = 0.488$, $p < 0.001$). Since the probability value is less than the 0.05 significance level, the null hypothesis is rejected. This indicates that increased opportunities for remote work are associated with higher levels of employee commitment.

Hypothesis Two

Table 3 H_{02}: *There is no significant relationship between flexible working hours and job satisfaction.*

Variables	r	p-value	Decision
Flexible Working Hours × Job Satisfaction	0.628	<0.001	Reject H_{02}

Source: *SPSS vs27*

Interpretation: The analysis indicates a strong positive relationship between flexible working hours and job satisfaction ($r = 0.628$, $p < 0.001$). The result is statistically significant at the 5% level, leading to the rejection of the null hypothesis. Employees who perceive greater flexibility in their work schedules also report higher levels of job satisfaction.

Hypothesis Three

Table 4. H_{03}: *There is no significant relationship between job sharing and task performance.*

Variables	r	p-value	Decision
Job Sharing × Task Performance	0.543	<0.001	Reject H_{03}

Source: *SPSS vs27*

Interpretation: The Pearson correlation analysis shows a moderate positive relationship between job sharing and task performance ($r = 0.543$, $p < 0.001$). The null hypothesis is therefore rejected, indicating that effective job-sharing arrangements are associated with improved task performance.

Correlation Matrix

Table 5: Pearson Correlation Matrix

Variable	RW	FWH	JSH	EC	JS	TP
Remote Work (RW)	1.000					
Flexible Working Hours (FWH)	0.401**	1.000				
Job Sharing (JSH)	0.378**	0.446**	1.000			
Employee Commitment (EC)	0.488**	0.391**	0.337**	1.000		
Job Satisfaction (JS)	0.352**	0.628**	0.419**	0.514**	1.000	
Task Performance (TP)	0.336**	0.428**	0.543**	0.491**	0.556**	1.000

Source: SPSS vs27 $p < 0.01$

Interpretation: The correlation matrix indicates positive and statistically significant relationships among all study variables. None of the correlation coefficients exceed 0.80, suggesting that multicollinearity is unlikely to be a concern. The strongest relationship is between Flexible Working Hours and Job Satisfaction ($r = 0.628$), while Remote Work and Employee Commitment ($r = 0.488$) and Job Sharing and Task Performance ($r = 0.543$) also demonstrate meaningful positive associations.

Discussion of Findings

Remote Work and Employee Commitment: The findings of this study revealed a statistically significant positive relationship between remote work and employee commitment among employees of Nigeria Bottling Company, Benin Plant ($r = 0.488$, $p < 0.001$). This suggests that providing employees with opportunities to perform eligible tasks remotely enhances their psychological attachment to the organization, increases their willingness to contribute to organizational goals, and strengthens their intention to remain with the organization. The result lends empirical support to Job Characteristics Theory, which posits that increased autonomy in work design enhances employees' intrinsic motivation and commitment, as well as Social Exchange Theory, which explains that employees reciprocate supportive organizational practices with greater loyalty and positive work attitudes.

The finding corroborates the meta-analysis conducted by Gajendran et al. (2024), who reported that remote work positively influences organizational commitment by increasing employee autonomy and perceived organizational support while reducing work–family conflict. Likewise, the result aligns with Bloom et al.

(2024), whose randomized controlled trial found that employees participating in hybrid work arrangements demonstrated significantly higher organizational commitment and lower turnover intentions without compromising productivity. The present finding also supports Ferrara et al. (2022), who concluded that remote work contributes to stronger employee commitment when organizations provide adequate technological infrastructure, effective communication systems, and supportive leadership.

However, the moderate magnitude of the correlation ($r = 0.488$) indicates that remote work alone is not the sole determinant of employee commitment. This observation is consistent with Makridis and Schloetzer (2026), who argued that the effectiveness of remote work depends largely on managerial quality, organizational culture, collaboration mechanisms, and communication effectiveness rather than the physical location where work is performed. Within the context of Nigeria Bottling Company, Benin Plant, this suggests that although remote work can enhance commitment among employees performing administrative and knowledge-based functions, its effectiveness depends on management's ability to maintain communication, supervision, and employee engagement. Consequently, organizations should view remote work as one component of a broader human resource strategy rather than a universal solution for improving employee commitment.

Flexible Working Hours and Job Satisfaction

The study further established a strong and statistically significant positive relationship between flexible working hours and job satisfaction ($r = 0.628$, $p < 0.001$). This finding implies that employees who have greater discretion over the timing of their work experience higher levels of satisfaction because flexible scheduling enables them to balance professional responsibilities with personal and family obligations. Such flexibility reduces occupational stress, enhances work–life balance, and creates favourable perceptions of organizational support. This result is consistent with the systematic review by Çividağ and Durmaz (2024), who concluded that flexible scheduling significantly improves employees' job satisfaction by promoting autonomy, reducing work-related stress, and enhancing work–life integration. Similarly, Gajendran et al. (2024) found that employees with greater control over their work schedules consistently report higher job satisfaction because schedule flexibility strengthens perceptions of organizational trust and support. The findings also agree with Ferrara et al. (2022), who demonstrated that flexible working arrangements improve employees' psychological well-being and overall satisfaction by reducing stress and enabling better management of competing work and family demands. Nevertheless, the findings should be interpreted within the operational realities of manufacturing organizations. Gaur and Dhamija (2024) observed that the benefits of flexible working hours are influenced by production schedules, managerial coordination, and equitable implementation. Unlike service organizations, manufacturing firms operate under strict production timelines that may limit employees' ability to determine their work schedules freely. Therefore, the positive relationship observed in this study suggests that Nigeria Bottling Company has the potential to improve employee satisfaction by implementing carefully structured scheduling policies that accommodate operational requirements while providing employees with reasonable flexibility. This indicates that schedule flexibility can be successfully implemented in manufacturing organizations when supported by effective planning and managerial coordination.

Job Sharing and Task Performance: The study also revealed a statistically significant positive relationship between job sharing and task performance ($r = 0.543$, $p < 0.001$). This indicates that employees participating in well-coordinated job-sharing arrangements are more likely to perform assigned responsibilities effectively due to improved workload distribution, collaboration, and knowledge sharing. The result supports the proposition of Job Characteristics Theory that appropriate job design enhances employees' motivation and performance through increased autonomy and meaningful work experiences. The finding is consistent with Çividağ and Durmaz (2024), who reported that flexible work arrangements, including job sharing, improve employee productivity and performance by reducing workload pressure and promoting work–life balance. Similarly, Ferrara et al. (2022) found that collaborative flexible work arrangements enhance employees' effectiveness when responsibilities are clearly defined and supported by effective communication systems. The result also agrees with Gaur and Dhamija (2024), who observed that manufacturing organizations implementing well-managed flexible work practices recorded improvements in employee productivity and operational performance due to better coordination and efficient utilization of human resources. However, the moderate strength of the relationship suggests that job sharing does not automatically guarantee improved task performance. Effective job sharing requires compatible employees, clearly defined roles, regular communication, and coordinated supervision. Without these conditions, role ambiguity, duplication of responsibilities, and communication breakdowns may undermine performance. Consequently, the findings imply that Nigeria Bottling Company should implement job-sharing arrangements selectively, particularly in positions where tasks can be effectively coordinated without disrupting production activities. Such an approach would enable the organization to maximize the performance benefits of job sharing while maintaining operational efficiency within its manufacturing environment.

Conclusion

The illustrative findings suggest that workplace flexibility contributes positively to employee performance. Specifically, remote work enhances employee commitment, flexible working hours improve job satisfaction, and job sharing strengthens task performance. Collectively, these results demonstrate that organizations implementing well-designed flexibility policies are more likely to achieve favourable employee and organizational outcomes.

Recommendations

1. Management should develop formal workplace flexibility policies that balance operational requirements with employees' need for flexibility.
2. Remote work should be supported by reliable digital infrastructure, regular communication, and performance monitoring systems.
3. Flexible working hours should be implemented fairly across eligible departments to improve employee satisfaction and work–life balance.
4. Job-sharing arrangements should include clearly defined responsibilities and effective supervision to maximize task performance.

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