

FLEXIBLE WORK SCHEDULE AND INDUSTRIAL HARMONY IN SOME SELECTED BANKS IN PORT HARCOURT RIVES STATE NIGERIA.

BY

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## ABSTRACT

*As the business world increasingly emphasize the replacement of traditional management practices of work with flexible practices and systems, this change has served as a driver for companies to focus on their core competencies. These model changes include Flexible work schedule as a managerial drive for Industrial Harmony. This study aims at investigating the influence of Flexible work schedule on Industrial Harmony (employers, employees and Government) in the employment relationship. The study adopted a cross sectional design, the study population is 113. Purposive, simple random, systematic and stratified sampling techniques were variously employed to select the respondents. And inferential statistics were employed, and Pearson Product Moment Correlation technique was used, at 0.01 level of significance, with the aid of SPSS Our findings revealed that there is a positive, strong and significant relationship between the Flexible work schedule and measures of Industrial Harmony in the Nigerian Banking Industry. The study specifically revealed that Flexible work schedule correlate positively and significantly with the measures of industrial harmony in the area of study. The study arrives at the fact that, the effective conduciveness of Industrial Harmony in the Nigeria Banking industry is premised on effective implementation of Flexible work schedule strategy or policy. Based on this, relevant recommendations were made.*

## 1.0 Introduction

Flexible work schedule allows companies and organization to subcontract jobs to talented independent and small business organizations to perform special tasks or jobs, which the bigger organizations may not possess the specialty to

do or they may have the specialty and ability to do the job but the cost may be very high. In Nigeria, most multi-national corporations and banks outsource certain jobs previously done internally to certain special subcontractors. These functions range from specialized technology to, Accounts Payable, Recruiting, Workshop Help-hands, security, and cleaning. Ngo & Raymond (2008) argues that the

traditional forms of employment management are no longer appropriate in the increasing competitive business environment, characterized by fluctuating product demand and thinner profit margins

McIvor, (2008) stated that outsourcing may provide a viable strategy if firms aim to save on labor costs in Oil and Gas industry, with emphasis on how outsourcing can be used to reduce production cost, in particular, by substituting in-house production with buying-in of components. Other writers saw the reason for outsourcing as a vehicle for converting an organization's fixed cost to a variable cost. Norman, (2009) argued that outsourcing converts fixed costs into variable costs, brings forth finances for investment somewhere else in the business, and affords you the ability to avert substantial disbursements especially at a time when your business is at its prime phase. Some studies added that outsourcing let organizations to focus their human resources to areas that they are needed (Linder 2004; Raiborn, Butler & Marc, 2009; O'Connor, 2001; Barthelme 2003).

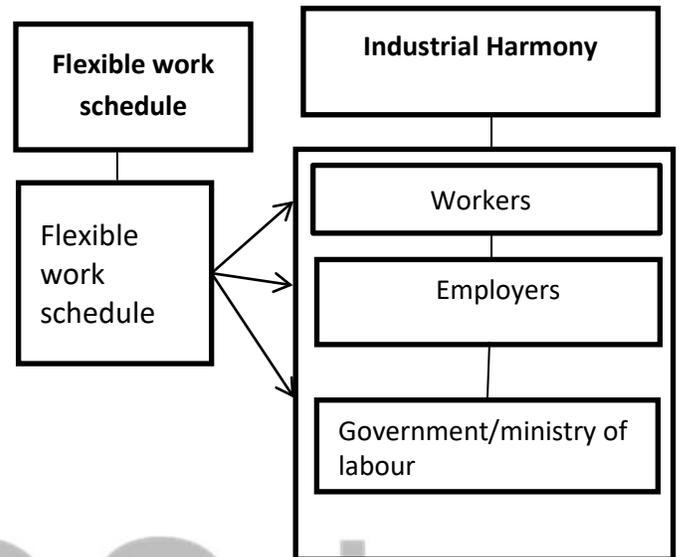
Linder (2004) argued that a most small firm simply cannot afford to match the in-house support services that larger companies maintain. Delmotte & Sels, (2008) agreed that hiring and training staff for short-term or peripheral projects can be very expensive, and temporary employees do not always live-up to an organization's expectations, hence the need for outsourcing. For O'Connor (2001), the vision, function, and economics that drive the need for outsourcing is cost effectiveness, as senior management often find outside firms to be more cost-effective. For Baithelemy (2003), cost efficiency remains the primary explanation for the development of outsourcing

Apart from the above areas of focus that are bothered on cost reduction, cost efficiency, headcount utilization, and conversion of fixed cost to variable cost, there is yet an empirical assertion or link that has led to the measurement of the effect of outsourcing on employment relations. No study has focused its analysis on how flexible work schedule may have re-shaped the structure of the parties at the workplace (employers and their associations, and employees and their unions). Neither has there been any known study on the implications of flexible work schedule on workplace employment parties. The focus of past studies on this phenomenon has been on the production or operations side of the enterprise.

The people implications of flexible work schedule were abandoned. These past studies are seen to negate the works of Blake and Mouton (1964) which combined two fundamental ingredients of managerial behavior – the concern for production, and the concern for people with which a grid was formed. This framework for understanding and applying effective management pointed out that any manager's approach to management will show more or less of each of these fundamental ingredients (concern for production and concern for people). These past studies therefore are centered on the concern for production or operations. In other words, the studies linking flexible work schedule to production cost saving are not configured to incorporate the likely effects of this construct on employment parties. Our point of departure here therefore is to close the gap created by the studies conducted on flexible work schedule so far, through an investigation into the likely effects of this phenomenon on employment parties.

The absence of a study on the changes that may occur due to flexible work schedule, if not scientifically investigated, may likely lead to adversarial Industrial Relations atmosphere which may cause investors some uncontrolled business down time with losses. This is also likely to lead to headcount reduction with an increase on the rate of unemployment in the Country. The social and psychological consequences of high unemployment rate in a country may include but not limited to human kidnapping by un-employed youths (targeted on bank workers); sea piracy; armed robbery; hostile agitation for employment by communities hosting bank Companies; youth restiveness and a host of other vices. In developing economies, the Military have used civil restiveness as a reason to intervene in governance.

Figure (I) showing the relationship between flexible work schedule and the parties in employment



Source; desk research 2021

### 1.1 Conceptual Framework

The two key variables are flexible work schedule and employment parties (predictor variable, and the criterion variable), and how they relate, gave rise to the conceptual framework of this study. That is to say, employment parties are a function of flexible work schedule. These variables and the relationships implied in this paper therefore constitute the operational framework below:

### 1.2 The purpose of the study

The purpose of this study therefore is to determine the following

1. To determine the effect of flexible work schedule on workers
2. To determine the effect of flexible work schedule on employers
3. To determine the effect of flexible work schedule on Government/ ministry of labour

### 1.3 RESEARCH QUESTIONS

This study will be guided by the following research questions:

1. To what extent does flexible work schedule affect workers?
2. To what extent does flexible work schedule affect employers?
3. To what extent does flexible work schedule affect Government/ministry of labour?

#### 1.4 RESEARCH HYPOTHESIS

From the research questions raised for the study, we further hypothesize as follows:

H<sub>01</sub>: There is no significant relationship between flexible work schedule affect workers

H<sub>02</sub>: There is no significant relationship between flexible work schedule affect employers

H<sub>03</sub>: There is no significant relationship between flexible work schedule affect Government/ministry of labour

#### 1.5 LITERATURE REVIEW

Our action plan here is toward the establishment of a theoretical under lay that supports the identification of gap in literature.

#### 1.6 Flexible work schedule

Flexible work schedule allows companies and organization to subcontract jobs to talented independent and small business organizations to perform special tasks or jobs, which the bigger organizations may not possess the speciality to do or they may have the speciality and ability to do the job but the cost may be very high. In Nigeria, most multi-national corporations and banks outsource certain jobs previously done internally to certain special subcontractors.

These functions range from specialized technology to, Accounts Payable, Recruiting, Workshop Help-hands, security, and cleaning. Ngo & Raymond (2008) argues that the traditional forms of employment management are no longer appropriate in the increasing competitive business environment, characterized by fluctuating product demand and thinner profit margins

#### 1.7 Industrial Harmony

Industrial harmony is the friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit. It is the ideal state of peace where workers engage in production of goods and services feel contented and propelled to give the best of their talents and talent potentials for the development of the organization. The relationship between employers and employees comprises three groups of actors or parties. These actors are the workers or employees and their associations; the employers and their associations; and the Government (and its agencies). The peace in any organization depends majorly on the ability of these various parties work together in unity. The role of government in industrial harmony is as important as the other two parties. When there is conflict between employees and employers government will always come to play the role of mediator between parties, which can be refer to as collective bargaining, collective bargaining is the machinery for setting conflict issues between employers (management representative) and employees (union).

#### 1.8 The Employees or Workers

An employee is an individual who is employed by another person and is being paid certain amount

of money for each hour worked. A person hired by another or by a business firm to work for wages or salary. It is also an individual provides labour to a company or another person. The worker views his contract with his organization as that of an arrangement which will enable him to receive the best pay. Okene (2012) has however advocated the need to distinguish between the relationship between an employee and an employer (contract of service) and an independent contract and an employer (contract for service).

For Biriowu and Obibhunu (2021) quoting Okene (2012) that the Courts have formulated three types of tests in order to determine whether a person is a servant (employee or worker) or not. These tests are referred to as the control test; organization or integration test; and multiple or economic reality test. The control test emphasizes the right of control exercised by the employer over the worker. That is, a control on when and how a job is to be done. Due to some observed difficulties associated with the control test, the organization or integration test was developed to take care of likely injuries to third party employees which the control test excluded. Following the complex nature of the employment relationship, the Courts over the years found the control and integration tests to be inadequate in determining this relationship. The multiple test which takes care of the nature of the job, the skill types and sets are now used to determine the employment relationship.

For Oyesola (2010), the basis of contemporary Employer/employee relations is the creation of communication amongst representatives of workers and employers. Here, ideas are traded between the two to help in correcting defective execution, misconduct, and any other

performance related problems that may arise. Other problems like applicable regulations, legislations, negotiations, grievance and appeal rights, bigotry, and whistleblower protections. It involves striking a balance of interests, and it is dedicated to establishing and maintaining a conducive work place to iron out job-related issues. Workers' unions are also a party that represents the collective interest of the workers at the workplace.(Biriowu and Obibunun)

### 1.9 The Employer

An employer is an individual or organization that recruits people to work on their behalf. It can direct the work of its employees, including dictating where, when, and how work is completed. More specifically, an employer is an organization, institution, government entity, agency, company, professional services firm, nonprofit association, small business, store, or individual who employs or puts to work individuals.

Biriowu and Obibhunu (2021) see an employer as a person or Organization that recruits men to work for him or it. Basically, the focus of this person or Organization is to improve the right to manage, ability to plan for the future, in order for the Organization or person to continue to be successful; to make profit for its shareholders, and to keep its employees retained, attracted and motivated. The Nigerian Trade Disputes Act (S.90 (3) defines an employer to be any person who has entered into a contract of employment to employ any other person as a worker either for himself or for the service of any other person and includes the agent, manager or factor of the first mentioned person or his personal representative".

The need to avoid competition from causing a likely co-lateral damage in the face of heightened

challenge to business survival arising from extensive integration of world markets; rampaging globalization with producers from abroad, and other social and political issues, led business leaders in the 21st century to become conscious of playing a competitive cooperative game, and not just a competitive game (Gbadegesin and Segun, 2009). Employers then found the need to ban together through the formation of a Strong representative employers association to pull together and strengthen their bargaining power. We have different types of employers' organizations. Those directed at the protection of member companies in the manufacturing of products (for example, Manufacturers Association of Nigeria). Those directed at the promotion of trade (for example, the Chambers of Commerce). Those formed to protect the interest of all employers in the organized private sector in their common relationship with the unions, Government and other institutions (for example, the Nigeria Employers Consultative Association).

### **1.10 The ministry of Labour or the Government**

The role of government in industrial relations is so important that now nation can survive without government intervention in the problem of labor led to concern shown by some persons who clamored for the role of Government in the management of employment relations. For Lewin, (2008) therefore, over the years, the change from the laissez-faire ideology to the interventionist ethic led not only to government protecting workers in the factories, but, also to some instances of complete control of Industrial Relations system which was not the original idea which led to the clamor for intervention. The

involvement of Government in employment relations is argued to have been necessitated by its three major roles in the socio-economic/political life of a Country (Schwartz, 2009). Government is seen as the single largest employer of labor in most developing and advanced economies. Government is seen as the State Authority on whose shoulders lie the administration of the Country and protector of the economy. Government is also seen as peace maker, mediator and conciliator to disputing interest groups in the State

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### **1.11 METHODOLOGY**

Research design forms the platform within which the researcher develops possible solutions to the problems identified in the study. The preferred research design in this study is the survey design. Our choice is based on its relative advantage over other research designs within the context of the nature of the matter (human being) under study. To explain its contrast with experimental design, Baridam (1990) distinguished between the experimental and quasi-experimental designs. For Baridam therefore, the quasi-experimental design is sometimes called "survey". As a result, the basis of distinction lies with the extent to which the subject variables could be put under control or be

manipulated for the purpose of generating primary data. Where the manipulations of the variables are possible, then the study is experimental. Where the manipulations of the variables are not possible, then, the study becomes a "survey". Since our subjects and variables have already occurred or are on-going, we have appropriately elected to use the survey design here.

### 1.12 Population and Population Size

Our population consists of Management staff and Union leaders of the four Oil and Gas Companies and staff of the Federal Ministry of Labour in Port-Harcourt. This gives rise to a population size of One Hundred and Fifty-Seven (157) respondents as shown on tables 2.1 and 2.2.

### 1.13 Sample and Sample Size

Management Staff and Union leaders of the seven banks in Port-Harcourt selected from the One Hundred and sixty Respondents formed our population of One Hundred and Thirteen (113) Respondents, using the Krejcie and Morgan's (1990) table for sample size determination (as reflected on table 1).

**Table 1: Organizations and Sample Size Determination**

Organizations	No of Staff	Remarks
GT Bank	16	
UBA Bank	19	
ACCESS Bank	12	
Fidelity Bank	17	
Sternly Bank	16	
Zenith Bank	19	
FCMB	14	

<b>Total</b>	<b>113</b>	
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**Source: Obibhunun, 2021**

A simple random sampling technique was used to pick the number used 16 from GT bank; 19 from UBA; 12 ACCESS Bank; 17 from Fidelity bank; 16 from sternly bank, 19 zenith bank, Fcmb 14 each. This therefore made up the 113 respondents, which constituted our study population.

### 1.14 RESEARCH DESIGN

The preferred research design in this study is the survey design. Since our subjects and variables have already occurred or are on-going, it will be appropriate to use the survey design. This position is supported by the works of Zebulun (1994), Cooper and Schindler (2001).

### 1.13 METHOD OF DATA COLLECTION

A total number of 113 copies of our research questionnaire were administered. 93 copies of the questionnaire we retrieved, 13 copies were rejected due to fundamental errors arising from wrong filling. On the whole, 93 copies were found fit for usage in the analysis (see below).

**Table 2: Questionnaire Administration, Usage and Response Rate**

Organizations	No of Copies of Questionnaire Distributed	No. Retrieved and used	Unsale Copies
GTB	16	14	3
UBA	19	17	3
ACCESS BANK	12	11	4
FIDELITY	17	14	3
SERNLY BANK	16	10	3
ZENITH	19	16	2
FCMB	14	11	2

<b>Total</b>	<b>113</b>	<b>93</b>	<b>20</b>	years			
<b>Source: Desk Research, 2017</b>				20 – 29 years	17	18.3	35.5
				30 – 39 years	44	47.3	82.8
				40 and above	16	17.2	100.0
				<b>Total</b>	<b>93</b>	<b>100.0</b>	

**Table 3: Reliability Test Results**

S/No	Variables	No. of Items	Cronbach's Alpha Results
1.	Flexible work schedule	1	.773
2.	Industrial harmony	3	.890

**Source:** Desk Research and SPSS Window Output, Version 20.0

Table 3. above revealed that results of the Cronbach's Alpha test of reliability, using SPSS software package version 20.0. The results showed coefficient that are higher than 0.70, which is the acceptable standards (Ahiauzu, 2006; Chikwe, 2012). As a result, it therefore indicates that there is a high level of reliability of our research instrument which is an early signal that we have high level of reliability and consequent correlation amongst the study variables.

### 1.13 OPERATIONAL MEASURES OF VARIABLES

The survey instrument used in this study to measure the variables was obtained from literature, in addition to related scales developed and adapted specifically for this study.

### 1.14 DATA PRESENTATION AND ANALYSIS

#### Presentation of Study Demographics

The demographic variables of the present study include; years of company in operation, age, marital status, level of education and managerial level in the organization.

**Table 4: Years of Company's Operation**

Category	Frequency	Percentage (%)	Cumulative (%)
1 – 9 years	4	4.3	4.3
10 – 19	12	12.9	17.2

**Source:** Desk Research, 2021

As illustrated in table 4.2 above, 4(4.3%) of the respondents remarked that their company had been in operation for between 1-9 years, 12(12.9%) favored 10-19 years, 17(18.3%) favored 20-29 years, 44(47.3%) favored 30-39 years, while 16(17.2%) of the respondents opined that their company has been in operation for over 40 years.

**Table 5: Sex of Respondents**

Category	Frequency	Percentage (%)	Cumulative (%)
Male	69	74.2	74.2
Female	24	25.8	100.0
<b>Total</b>	<b>93</b>	<b>100.0</b>	

**Source:** Desk Research, 2021

The illustration in table 5 above reveals that the male respondent is 74.2%, female 25.8% of the total respondents. This shows that a greater number of men participated and made up the respondent's group for this study compared to their female counterparts.

**Table 6: Age of Respondents**

Category	Frequency	Percentage (%)	Cumulative (%)
Below 25 years	3	3.2	3.2
25 – 30 years	15	16.1	19.3
31 – 35 years	26	28.0	47.3
36 – 40	37	39.8	87.1

years			
Above 40 years	12	12.9	100.0
<b>Total</b>	<b>93</b>	<b>100.0</b>	

Source: Desk Research, 2021.

The illustrations in the table 4.4 above reveals that, 36-40 years age category constituted the age category of most of the respondents accounting for 39.8% of the total respondents; this is followed by the 31-35 years category which accounted for 28.0%, and then the 25-30 years category which accounted for 16.1%, then the above 40 years category which accounted for 12.9% of total respondents. The respondents that constituted the below 25 years category accounted for only 3.2% of total responses.

**Table 6: Marital Status**

Category	Frequency	Percentage (%)	Cumulative (%)
Married	56	60.2	60.2
Single	19	20.4	80.6
Widowed	5	5.4	86.0
Separated	9	9.7	95.7
Divorced	4	4.3	100.0
<b>Total</b>	<b>93</b>	<b>100.0</b>	

Source: Desk Research, 2021

Table 6 above shows the marital status of the respondents in this study. This information reveals that majority of the respondents were married constituting a total percentage of 60.2%, this is followed by 20.4% of respondents that were single, 5.4% were widowed, while 9.7% were separated. Finally, only 4.3% of total respondents in this study were divorced

**Table 7: Level of Education**

Category	Frequency	Percentage (%)	Cumulative (%)
WASC/GCE	2	2.2	2.2
OND/NCE	6	6.4	8.6

BSc/HND	32	34.4	43.0
Masters	45	48.4	91.4
Ph.D	8	8.6	100.0
<b>Total</b>	<b>93</b>	<b>100.0</b>	

Source: Desk Research, 2021

Table 7 above shows the level of education of the respondents. Information on the table reveals that most of the respondents had (i.e 48.4%) had obtained a Master's degree. This was closely followed by 34.4% of respondents who had obtained a BSc/HND degree, then 8.6% of respondents had Ph.D degrees and 6.4% has OND/NCE certificates, while only 2.2% of the total respondents had WASC/GCE certificates.

**Table 8: Respondents Level in Organization**

Category	Frequency	Percentage (%)	Cumulative (%)
Top level manager	17	18.3	18.3
Middle level manager	57	61.3	79.6
Supervisory level manager	19	20.4	100
<b>Total</b>	<b>93</b>	<b>100.0</b>	

Source: Desk Research, 2021

The table above show that 61.3% of respondents a majority of total respondents were within the middle level managers, 20.4% of respondents fell within the supervisor level of manager, while 18.3% of the total respondents were in the top-level manager category.

### 1.15 flexible work Schedules as a Dimension of Outsourcing

This section reveals the position of respondents concerning the questions asked on flexible work schedule. The information on the table reveals that a range of 31 (33.3%) to 48(51.6%) indicated very high extent on the various research instrument items that there are practices of flexible work schedule which impacts on the industrial harmony of these organizations. This

high level of agreement on the part of respondents concerning flexible work schedule. The range of very high extent is followed by a range of 25(26.9%) to 44(47.3%) who indicated high extent that their organizations practice in-country outsourcing. This is followed by a range of 8(8.6%) to 14(15.1%) who indicated moderate extent, and then by the range of 5(5.4%) to 7(7.5%), and range of 2(2.2%) to 5(5.4%) that indicated low extent and very low extent respectively.

**Table 9:** Weight of score evaluation of in-country outsourcing (ICS)

Description	Flexible work schedule
Valid N (List wise)	93
Mean	3.5161
Standard deviation	1.12880
Variance	1.274

**Source:** Desk Research, 2021, and SPSS Window Output, Version 20.0

Table 9 above shows the mean score of flexible work schedule as a dimension and also the standard deviation and variance values. The mean score for in-country flexible work schedule is 3.52, with a standard deviation of 1.13 and a variance of 1.27 This reveals that flexible work schedule is a strong dimension of work schedule.

### 1.16 industrial Harmony

The information contained in the table on appendix VI reveals the various respondents' responses on the test item instruments. Based on the table, a range of 33(35.5%) to 55(59.1%) favored very high extent to the various items in the instrument. A range of 5(5.4%) to 16(17.2%) favored moderate extent. Also, a range of 2(2.2%) to 9(9.7%) and 1(1.1%) to 7(7.5%) of the respondents indicated low extent and very low

extent respectively. This information is buttressed in the bar chart below.

**Table 10:** Weight of score evaluation on employment parties as a measure of employment relations

Description	Industrial harmony
Valid N (List wise)	93
Mean	3.0359
Standard deviation	1.1824
Variance	1.4000

**Source:** Desk Research, 2021, and SPSS Window Output, Version 20.0.

Table 10 above reveals the weight of scores of evaluation on industrial harmony as a measure. The information provided shows that the mean score is 3.04, the standard deviation is 1.18, while the variance is 1.40. This information thus reveals that industrial harmony is a very strong measure.

### 1.17 Results on flexible work schedule

The responses on flexible work schedule components show that 33.3 - 51.6 percent favored the high-extent option; 8.6 - 15.1 percent indicated moderate extent on issues relating to the flexible work schedule items. Similarly, 5.4 - 7.5 percent and 2.2 - 5.4 percent indicated the low extent and very low extent options respectively. Also, the mean score for flexible work schedule as dimension is 3.52 and the standard deviation is 1.13. The high response option on very high extent and high extent, and the mean scores reveals that there is a strong correlation between flexible work schedule and industrial harmony in banking industry in Nigeria. From the outcome and results of the analysis, it is revealed that there is a relationship between flexible work schedule and industrial harmony in banking organizations in Nigeria. In effect, it is advisable to adopt these flexible work schedule components as valuable dimensions of flexible work schedule for the effective achievement of

industrial harmony in the banking industry in Nigeria.

**1.18 Result on industrial harmony**

The univariate results on employment parties as shown a range of 35.5 – 59.1 percent indicated very high extent to the various test instrument items, followed by 25.8 – 46.2 percent on the high extent option, 5.4 – 17.2 percent indicated the moderate extent option, followed by 2.2 – 9.7 percent and 1.1 – 7.5 percent of respondents who favored low extent and very low extent options respectively. The mean score of industrial harmony measure option is 3.04, and the standard deviation is 1.18.

**1.19 Finding of the Univariate Analysis**

Based on the descriptive analysis and responses, frequencies, scale of measurement options as well as the score evaluations outcome, the results of the univariate analysis of this study revealed strong positive correlations between the flexible work schedule dimensions and the industrial harmony measures of the banking industry in Nigeria as stated below.

**1.20 flexible work schedule**

The flexible work schedule dimension also revealed a high positive response rate that flexible work schedule can enhance the industrial harmony of the banking firms in Nigeria.

**1.21 Industrial harmony**

The researcher also found out that industrial harmony measure has a strong correlation and is highly significant in measuring the strength of industrial relation. This as such implies that an industrial harmony is strongly associated with the work schedule strategy of achieving positive industrial harmony outcome.

**1.22 Hypotheses on flexible work schedule and industrial harmony Measures**

**Ho<sub>13</sub>:** There is no significant relationship between flexible work schedule and industrial harmony.

**Ho<sub>14</sub>:** There is no significant relationship between flexible work schedule and industrial harmony.

**Ho<sub>15</sub>:** There is no significant relationship between flexible work schedule and industrial harmony

**Table 20:** Results of hypotheses test on flexible work schedule and industrial harmony' measures

**Correlations**

		ICS	ER	ERR	GR
FWS	Pearson Correlation	1	.907*	.924**	.911**
	Sig. (2-tailed)		.000	.000	.000
	N	93	93	93	93
ER	Pearson Correlation	.907*	1	.920**	.946**
	Sig. (2-tailed)	.000		.000	.000
	N	93	93	93	93
ERR	Pearson Correlation	.924*	.920*	1	.944**
	Sig. (2-tailed)	.000	.000		.000
	N	93	93	93	93
GR	Pearson Correlation	.911*	.946*	.944**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	93	93	93	93

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

**Source:** Data Output, 2021 and SPSS Window Output, Version 20.0

**Key:**

\*\* = Correlation, at 0.01 significant level (2-tailed) i.e.  $p < 0.01$

R = Pearson Product Moment Correlation Coefficient

FWS = Flexible work schedule

ER = Employer representative

ERR = Employee and Representative

GR = Government and Representative

0.000, showed that a strong positive and significant relationship exist between flexible work schedule and changes in the employers.

The relationship between flexible work schedule and employees was tested statistically at a 0.01 level of significance, the correlation value of 0.924 and the test significant value of 0.000, revealed that a strong positive and significant relationship exist between flexible work schedule and employees.

The relationship between flexible work schedule and changes in the structure of workplace unions was tested statistically at a 0.01 significant level, the correlation value of 0.911 and the test significance value of 0.000, showed that a strong positive and significant relationship exist between flexible work schedule and changes in the structure of workplace unions.

**Table 22**  
**Summary of Results of Hypotheses Tested**

Hypotheses	Results	Ho's status
Ho <sub>1</sub>	flexible work schedule strongly correlates with the employers	Rejected
Ho <sub>2</sub>	flexible work schedule has strong influence on the employees.	Rejected
Ho <sub>3</sub>	flexible work schedule has strong association with the Government	Rejected

**1.22 Results on flexible work schedule and industrial harmony**

The results of the statistical analysis on flexible work schedule and the measures of industrial harmony (i.e. employer and representative, employee and representative and government and representative) are as follows;

The relationship between flexible work schedule and employers was tested statistically at a 0.01 significant level, the test correlation value of 0.907 and the corresponding significant value of

**1.23 DISCUSSION OF FINDINGS**

The essence of discussing the finding of a study is to enable and guide the researcher in drawing worthwhile conclusions.

**2.24 Positive and Significant Relationship between flexible work schedule and Industrial harmony**

The finding relating to the association between flexible work schedule and industrial harmony revealed the existence of a positive and significant relationship. Evidence from extant literature (Uvieghara, 2001; Flynn, 1999; Lee & Daekwan, 2010), revealed that flexible work schedule is a dimension that enables the business firms to look inwards for qualified and suitable category of staff to fill vacant positions. Similarly, Leimmbach, (2005) opined that when business organizations

indulge in in-country outsourcing, they attempt to build the confidence of human resources management and distribution firms as they firms are encouraged to perceive that their quality of employees are high enough to secure them employment positions in big business organizations.

It is thus evident from the above that when **flexible work schedule** is practiced by both local and international business organizations, such will play instrumental roles in enhancing the Industrial harmony between the management of the businesses in question, and their body of professional and non-professional employees.

The findings from our present study thus corroborate the earlier finding of Bustinza, Arias-Aranda, & Gutierrez, (2010). in which they found out that flexible work schedule is positively and significantly associated with industrial harmony in such a way that the quality of staff that are most often recruited through flexible work schedule are those that can easily adapt and fit into the job specifications of their employing organizations, and such usually help to fast tract the desired growth for these organizations, especially as it relates to their financial and material resources. Consequent upon the finding of the research study, the researcher thus deduced that in-country outsourcing as a dimension of outsourcing impacts considerable influence on the

employment relations of oil and gas organizations.

## 1.26. CONCLUSION, IMPLICATIONS AND RECOMMENDATIONS

The essence of this correlational study was to empirically examine the nature and extent of relationship that exist between **flexible work schedule and industrial harmony** in the Nigerian Banking industry, as well as it relates to the Oil and Gas Labour Unions, and Federal Ministry of Labour. The findings from the analyses showed that there exist, a relationship between the dimensions of flexible work schedule and the measures of Industrial harmony used in this study. Consequent upon these findings, the researcher thus, arrived at the following conclusions.

### 1.27 **Flexible work schedule and Employers**

In the test of relationship between **Flexible work schedule** and changes in the structure of workplace employers in the Banking Industry, the results of the univariate and bivariate analyses revealed that there is a strongly positive and significant relationship between **Flexible work schedule** and employers. Thus, the researcher concludes that the structure of workplace employers in the Nigeria Banking industry is influenced by **Flexible work schedule**.

### 1.28 **Flexible work schedule and government**

In the test of association between **Flexible work schedule** and

government in the Banking industry in Nigeria, the results of the univariate and bivariate analyses revealed that a strong positive and significant relationship exist between **Flexible work schedule** and changes in the structure of workplace government. Thus, the researcher concludes that, **Flexible work schedule** seriously influenced the structure of workplace unions in the oil and gas industry in Nigeria.

### 1.30 Implications of the Study

The perceived implication of this study is premised on two major perspectives; these are the theoretical implications, and the practical implications. These are presented below.

#### 1.31 Theoretical Implications

In this present study, the theoretical implication shows that the effectiveness of Industrial Harmony in the Banking industry in Nigeria depends to a great extent, on the quality of **Flexible work schedule** practiced by the organizations in the study area. The researcher therefore asserts that;

- (i) The cordial relationship expected of the various employment parties in the Banking industry depends on the effectiveness of **Flexible work schedule** as practiced and applied by firms in the Banking industry.

#### 1.34 Practical Implications

The perceived practical implication of this extant study reveals that, for the

Banking firms to enhance their Harmony they would have to improve and build on the value and quality of their outsourcing practices. The researcher therefore emphasizes that to;

- (i) Maintain cordial relations between the Industrial Harmony the firms operating in the Nigerian Banking industry will need to ensure effectiveness Harmony in the Industrial system.

### 1.35 RECOMMENDATIONS

In view of our findings in this study as they relate to Flexible work schedule and Industrial Harmony in Banking industry in Nigeria, the following recommendations are thus proffered by the researcher;

- (i) Those organizations operating in the Banking industry in Nigeria, whose objectives include improving on the Industrial Harmony in their firms, should endeavor to sustain a standard Flexible work schedule practice which will be instrumental in bringing about positive relationships between the employer(s) and employees in the workplace environment.
- (ii) There is an urgent need for firms in the oil and gas industry in Nigeria to effectively standardize their Flexible work schedule procedures to ensure that the desired Industrial Harmony between the employment parties is maintained.

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