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 | |
| Total | 113 | |

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 | Unsable 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 |

| | | | |
|---|---|---|---|
| Total | 113 | 93 | 20 |

Source: Desk Research, 2017

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 years | 12 | 12.9 | 17.2 |
| 20 – 29 years | 17 | 18.3 | 35.5 |
| 30 – 39 years | 44 | 47.3 | 82.8 |
| 40 and above | 16 | 17.2 | 100.0 |
| Total | 93 | 100.0 | |

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 |
| Total | 93 | 100.0 | |

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 |
| Total | 93 | 100.0 | |

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 |
| Total | 93 | 100.0 | |

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 |
| Total | 93 | 100.0 | |

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 |
| Total | 93 | 100.0 | |

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

$Ho_{13}$: There is no significant relationship between flexible work schedule and industrial harmony.

$Ho_{14}$: There is no significant relationship between flexible work schedule and industrial harmony.

$Ho_{15}$: 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

Table 22
Summary of Results of Hypotheses Tested

| Hypotheses | Results | Ho's status |
|---|---|---|
| $Ho_1$ | flexible work schedule strongly correlates with the employers | Rejected |
| $Ho_2$ | flexible work schedule has strong influence on the employees. | Rejected |
| $Ho_3$ | 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 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.

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.

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**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.

**1.31Theoretical 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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