



FLEXIBLE WORK TIME AND SUSTAINABLE GROWTH OF CIVIL SERVICE COMMISSION IN SOUTH-SOUTH NIGERIA

1Peter Obukor PhD, 1Obialor Donatus Chukwuemeka PhD, 2Okah Vincent PhD and 3Uchehara, Chizube Ifeyinwa PhD

1Department of Business Management, Faculty of Management Sciences, University of Uyo

2Department of Management, Faculty of Management Sciences, Imo State University Owerri

3Registry Unit, Imo State University, Owerri, Imo State.

Abstract: The study was carried out to investigate flexible work weeks and performance of civil service commission of South-South-Nigeria. The objective was to examine the influence of job sharing on quality-of-service delivery in South-South Nigeria. A cross-sectional Survey research design was adopted for the study. The population of the study was 9798 employees with a sample size of 370 which was determined using Krejcie and Morgan Table formula for sample size determination of 1970. Data were collected through the use of questionnaire and interview and were administered to 370 respondents out of which 363 copies of questionnaire were filled and returned. Data were analysed using simple linear regression analysis. Findings indicated that job sharing and compressed work weeks statistically have significant influence on quality-of-service delivery of civil service commission in South-South Nigeria. It was concluded that there was a significant and positive influence of job sharing and compressed work weeks on quality-of-service delivery of civil service commission in South-South Nigeria. Therefore, it was recommended that The Civil Service Commission should formally institutionalize job sharing and compressed work week policies through clear guidelines, monitoring frameworks, and performance benchmarks to ensure consistency, accountability, and measurable improvements in service delivery.

Key Words: Flexible work Time, Sustainable Growth, Compressed work weeks and Job Sharing

1.1 Background to the Study

Flexible work arrangements have gained prominence in organizational research and practice as institutions seek improved employee performance and well-being in a rapidly evolving work landscape. Traditional fixed schedules have been increasingly critiqued for their rigidity and for hampering work-life balance, especially in public sector settings where long commutes and inflexible hours can undermine morale and productivity. Studies across sectors demonstrate that flexible scheduling options such as flexible work hours, job sharing, and compressed workweeks contribute to enhanced job satisfaction and performance outcomes by giving employees greater control over their work patterns and reducing stress associated with rigid timetables.

Job sharing, a form of flexible work arrangement where two or more employees share the responsibilities of a full-time role, has been identified as particularly valuable in enhancing both individual and organizational performance. By distributing work across multiple employees, organizations can leverage diverse skills and ensure continuity of service delivery even when individual schedules vary. Empirical research suggests that job sharing can improve job satisfaction, support work-life balance, and strengthen employee engagement, leading to positive performance effects in certain settings. However, the impact of job sharing in civil service environments, where continuity, institutional memory, and accountability are critical, remains underexplored. This gap calls for focused investigation, particularly into how such



arrangements influence performance metrics and administrative outcomes within civil service commissions (Kasperczuk, 2025).

Compressed workweeks, another flexible arrangement that condenses standard work hours into fewer days, have also drawn scholarly interest as alternatives to traditional schedules. Research outside the civil service context indicates that compressed schedules are significantly correlated with higher employee productivity and better work–life balance, with some studies reporting enhanced attendance and reduced absenteeism under such arrangements (Kasperczuk,2025). Meanwhile, practitioner and policy reports highlight broader adoption of compressed schedules and similar flexible options, suggesting their potential effectiveness in both private and public sectors alike (Kasperczuk,2025). Despite these indications, evidence specific to public sector commissions is limited, and the mechanisms by which compressed workweeks may affect civil servants’ performance such as changes in service delivery quality or institutional responsiveness and need empirical clarification (Abraham,2024).

The call for flexible work practices in public sector institutions, including civil service commissions, is grounded in a broader global trend toward work modernization. Reports on flexible and hybrid working practices emphasize that options like compressed hours and job sharing can be effective when supported by trust-based management and inclusive policies (Obialor and Obialor, 2022). Theoretical frameworks like work–life balance models further suggest that flexibility supports employee well-being, which in turn influences job performance positively. These insights underscore the importance of inquiring into how flexible work hours and specific arrangements such as job sharing and compressed workweeks interact with civil service performance metrics like efficiency, quality of output, and employee engagement. (Abraham, 2024).

Understanding the effects of these flexible work arrangements on civil service performance has significant implications for policy and practice. As public institutions worldwide grapple with demands for improved efficiency and adapt ability, evidence on the role of job sharing and

compressed workweeks can inform human resource strategies tailored to public sector realities. By integrating contemporary research findings, this study seeks to contribute toward an evidence-based understanding of how flexible scheduling influences civil service performance, thereby offering practical insights for policymakers, administrators, and scholars interested in modernizing public sector human resource practices (Kasperczuk,2025).

1.2 Statement of the Problem

Performance in many civil service commissions in South-South Nigeria has consistently been hindered by entrenched work structures that emphasize rigid schedules, limited autonomy, and outdated human resource practices. This rigidity often results in poor time management, low employee motivation, chronic absenteeism, and high levels of work-family conflict among public servants. Without opportunities for flexibility in how and when work gets done, employees struggle to balance personal obligations with official duties, which in turn dampens their commitment and reduces output quality. Although flexible work arrangements like job sharing and compressed workweeks have been linked to improved productivity and satisfaction in other sectors, these options remain largely absent or under-utilized in the public service environment, contributing to stagnating performance metrics within civil service commissions in the region (Akpan et al, 2022).

The effects of this inflexibility are observable in reduced organizational efficiency, delays in service delivery, and declining morale among staff whose personal and professional needs are poorly aligned with institutional expectations. Manifestations of these performance challenges include increased turnover intentions, routine lateness, excessive overtime work, and minimal innovation or discretionary effort from civil servants an indication that existing work arrangements fail to optimize workforce potential. In contrast, empirical studies in Nigerian contexts have demonstrated that flexible scheduling, including compressed workweeks and job sharing, can positively influence job satisfaction, work-life balance, and productivity outcomes. Research in other public sector settings highlighted that flexibility can enhance employee



engagement and satisfaction, thereby influencing performance positively, yet these findings have not been sufficiently examined in relation to civil service commissions in South-South Nigeria.

Despite growing literature on flexible work arrangements globally, a critical gap persists regarding their applicability and impact within civil service commissions in South-South Nigeria. Existing studies tend to focus on private sector organizations, local government areas outside the South-South region, or generic flexible work dimensions without isolating the effects of job sharing and compressed workweeks on public sector performance outcomes. As such, there is limited empirical evidence to guide policymakers and administrators on how flexible scheduling might mitigate persistent performance problems in this unique institutional context. This gap underscores the need for focused research that departs from general flexible work discourse to specifically investigate how job sharing and compressed workweeks can be operationalized in civil service commissions to enhance service quality, workforce effectiveness, and organizational responsiveness in South-South Nigeria. The main objective of this study was to evaluate the influence of flexible work hours and performance of civil service commission in South-South Nigeria. Examine the influence of job sharing on quality-of-service delivery of civil service commission in South-South Nigeria. Examine the influence of compressed work weeks on quality-of-service delivery of civil service commission in South-South Nigeria. The following research questions were asked to guide the study. What is the influence of job sharing on quality-of-service delivery of civil service commission in South-South Nigeria? What is the influence of compressed work weeks on quality-of-service delivery of civil service commission in South-South Nigeria? The following hypotheses of the study were formulated to guide the study Ho1: There is no significant influence of job sharing on quality-of-service delivery of civil service commission in South-South Nigeria. Ho2: There is no significant influence of compressed work weeks on quality-of-service delivery of civil service commission in South-South Nigeria.

Review of Related literature

2.1. Conceptual Review

2.1.1. Flexible Work Hours

Flexible work hours, often termed *flexitime*, allow employees autonomy in setting the start and end of their workdays while meeting required hours. Research shows that this autonomy reduces stress, improves work-life balance, and enhances employee satisfaction and commitment, which are critical precursors to high-quality service delivery and performance outcomes in organizations. Empirical studies have found significant positive relationships between flexible hours and employee performance metrics such as productivity, retention, reduced absenteeism, and service outcomes, because employees are better able to align their peak productivity periods with work demands and maintain motivation (Obialor, 2023). Organizations offering such flexibility often see stronger employee engagement and improved service quality, as workers who experience lower conflict between work and personal roles can focus more on client-oriented tasks. (Badia, 2023).

2.1.2 Job Sharing

Job sharing is an arrangement where two or more employees share the responsibilities of one full-time role with proportional pay and hours. Research indicates that job sharing can improve service delivery by pooling complementary skills and maintaining continuity of work tasks, increasing customer satisfaction through enhanced responsiveness and coverage. Studies have reported a strong positive correlation between job sharing and customer satisfaction and employee engagement, as employees involved in job-sharing arrangements often report higher satisfaction and lower burnout, which translates into better service experiences for clients. Because job sharing also enables better work-life balance, it contributes indirectly to the quality-of-service delivery by sustaining a motivated and stable workforce (Ugwuoke and Onwuchekwa, 2024).

2.1.3 Compressed Work Weeks

Compressed work weeks consolidate full-time hours into fewer days (e.g., four 10-hour days), offering employees



extended rest periods without reducing pay. While literature on compressed schedules shows mixed results regarding health outcomes, many studies find positive effects on work–life balance, reduced commuting stress, and increased employee satisfaction, which can indirectly enhance service quality by boosting morale and focus during working hours. Research across sectors showed that employees with compressed schedules often maintain or improve productivity and performance, and when managed well, these arrangements can support consistent service delivery by reducing employee fatigue and turnover (Obialor and Obialor, 2022). However, longer daily hours may pose challenges if not balanced with adequate support, highlighting the need for careful design and monitoring (Badia,, et al.2023

2.1.4 Quality of Service Delivery

Although flexible work arrangements are primarily studied in relation to employee outcomes, evidence links them to organizational performance metrics, including service quality. Studies in service-oriented sectors (e.g., media and textile services) demonstrate that flexible work schedules correlate strongly with improved service delivery and organizational performance. Employees with greater control over their schedules tend to deliver higher quality work and maintain responsiveness to customer needs, leading to increased client satisfaction and operational efficiency (Obialor et al, 2023). These outcomes are attributed to reduced burnout, higher job satisfaction, and enhanced employee engagement factors consistently associated with superior service outcomes in dynamic work environments. (Hariyanto et al., 2024).

2.2 Theoretical |Review

The Job Demands–Resources (JD-R) Theory was originally proposed by Evangelia Demerouti** and Arnold Bakker in 2001 and further developed over subsequent years (e.g., Bakker and Demerouti, 2007). At its core, the theory categorizes work characteristics into two broad dimensions: job demands and job resources. Job demands refer to aspects of the job that require sustained effort and are therefore associated with physiological or psychological costs, such as high workload, time pressure,

or emotional strain. Job resources are aspects of work that help employees achieve work goals, reduce job demands and their associated costs, or stimulate growth and development examples include autonomy, performance feedback, and supervisor support (Demerouti et al., 2001; Bakker and Demerouti, 2007). The model posits that high job demands contribute to strain and burnout, while abundant job resources foster **motivation and work engagement**, which in turn influence important outcomes like job satisfaction and performance (Demerouti et al., 2001; Bakker and Demerouti, 2007).

The mechanisms of the JD-R theory explain two related processes: a health impairment process whereby excessive demands drain employee energy and potentially diminish performance, and a motivational process whereby adequate resources enhance engagement and performance (Bakker and Demerouti, 2007). Job resources — such as autonomy and flexibility in scheduling act as motivational levers that can buffer the negative impact of higher job demands on well-being and performance. For example, when employees are granted flexibility in how they structure their hours, this resource can help them manage time pressures and other demands more effectively, leading to higher engagement and performance. The buffering and motivational mechanisms in the JD-R framework illustrate why organisations that provide sufficient job resources (e.g., flexible work hours, support, and task control) tend to observe higher levels of work engagement, resilience, and ultimately performance outcomes (Bakker and Demerouti,2007).

Applying JD-R theory to a civil service commission, flexible work hours can be conceptualised as a significant job resource that enables civil servants to balance demands and maintain high work engagement. Civil service environments often involve high job demands including heavy workload, bureaucratic processes, and public service pressures that can lead to stress when not properly supported. Flexible scheduling gives employees greater control over when and how work tasks are completed, directly aligning with the resources dimension of the JD-R theory which enhances motivation, reduces strain, and contributes to **improved performance and service delivery**. In this way, the JD-R framework suggests that



flexible work arrangements strengthen employee resources, which not only help mitigate the demands typical of civil service work but also foster motivation, engagement and sustained performance, thereby improving organisational outcomes (Bakker and Demerouti,2007).

2.3 Empirical Review

Kosgei and Maende (2024) conducted a descriptive quantitative study in Kenya examining the influence of flexible work programs (flextime, telework, job sharing) on employee performance and quality of service delivery in two Level 5 public hospitals in Nairobi County. The population comprised 928 employees, and using Stattek's algorithm a sample of 280 was drawn, with 170 completed questionnaires (61% response). Data were collected via structured questionnaires and analysed using descriptive and inferential statistics, including correlation and regression. Findings showed a positive and statistically significant relationship between flexible working options and employee performance ($r = 0.557$, $p = 0.000$), explaining **52.8%** of variation in performance; respondents linked flexible work arrangements to improved job satisfaction, reduced absenteeism and enhanced service delivery. The study concluded that flexible work programs significantly improved performance and recommended that **public hospitals develop comprehensive flexible work policies**, including flexible scheduling, remote work options, and coverage systems to support work-life balance and service quality.

Fundi et al. (2023) investigated job-sharing arrangements and employee performance among Generation Y staff at Kenya Ports Authority, Mombasa. Using a descriptive survey design, the study targeted a population of 3,562 Generation Y employees and HR personnel, sampling 138 respondents via stratified random sampling. Data were collected using structured questionnaires and analysed with descriptive statistics, correlation and multiple regression. Results indicated that job-sharing arrangements had a positive and statistically significant effect on employee performance, with increases in output associated with well-implemented sharing

practices. The study concluded that job sharing enhances Generation Y performance and recommended that organizations **improve awareness of job-sharing features** to maximize productivity, especially for younger workers, and integrate job-sharing into workforce flexibility strategies to enhance service delivery outcomes. Jerono and Bula (2025) explored the effect of a compressed work schedule on employee productivity in **County Pension Fund Financial Services, Kenya**. The study adopted a **descriptive research design**, drawing a population of staff and using stratified random sampling to select **171 participants**. Primary data were gathered via standardized questionnaires, and analysis was performed with SPSS using descriptive statistics and multiple regression. Results revealed that compressed work schedules **had the strongest correlation with employee productivity**, with a unit change in compressed scheduling resulting in a statistically significant rise in productivity ($t = 2.219$; $p < 0.05$). The study concluded that compressed work weeks positively affect productivity and recommended that organizations **prioritize implementation of compressed scheduling** and provide supportive infrastructure (e.g., telecommuting tools) to sustain productivity and service effectiveness.

Çivilidağ and Durmaz (2024) provided empirical meta-analytic evidence across multiple studies from **various countries (including recent research through 2024)** examining flexible working arrangements (including flextime, compressed work weeks and telework) and employee performance outcomes. Using systematic review criteria, studies employing survey methods with correlation analysis were synthesised; the mean effect size showed a **significant positive relationship** between flexible work arrangements and employee performance (mean $r = 0.596$, moderate effect), highlighting consistent associations across contexts. This synthesis found that flexible arrangements were linked to **higher organizational commitment, reduced stress, improved attendance and enhanced performance**, which are key antecedents to quality service delivery. The authors concluded that flexible work arrangements support performance across sectors and recommended further



primary research in under-represented regions and sectors to refine context-specific policies.

Ogbu Edeh et al. (2024) investigated the broader **impact of flexible working arrangements** (including flextime and compressed workweeks) on employee well-being in the **mobile telecommunications industry** (no country specified but globally relevant patterns noted). Using regression analysis with organizational data, findings demonstrated that flexible arrangements positively influenced psychological, social and workplace well-being. While this study focused on well-being rather than direct performance outcomes, improved well-being is a proven antecedent to **quality of service delivery** and productivity, as well-supported employees are better equipped to perform effectively and maintain service standards. The authors concluded that flexible work policies enhance employee well-being and recommended continued implementation to support performance and organizational resilience.

2.4 Gap in Literature

While substantial research has examined flexible work hours, job sharing, and compressed work weeks as mechanisms for improving employee experiences and organizational outcomes, **there remains a pronounced gap in understanding how these flexible work arrangements directly translate into measurable quality of service delivery across different sectors and contexts**. Much of the existing literature focuses predominantly on employee-centric outcomes such as job satisfaction, engagement, work-life balance, and individual productivity with only limited and often context-specific evidence linking these arrangements to organizational service performance indicators (e.g., customer satisfaction, service responsiveness, error rates, or compliance in regulated environments). Furthermore, **most empirical studies have been conducted in private sector or Western contexts**, leaving significant geographic and institutional blind spots regarding how flexible work arrangements influence service delivery in public sector institutions such as civil service commissions, healthcare

agencies, and educational services in developing regions. This gap underscores a need for research that not only assesses employee outcomes but also rigorously evaluates organizational performance metrics tied to service quality, particularly in settings where service delivery is a core mission rather than a by-product of commercial operations. In addition, there is **a lack of longitudinal and mixed-methods research** that can capture the dynamic and potentially cumulative effects of flexible work arrangements over time. Many existing studies rely on cross-sectional designs that quantify correlations between flexible work practices and performance outcomes at a single point in time, thus limiting causal inferences and understanding of how sustained implementation of flexible schedules affects service delivery processes and stakeholder experiences. Similarly, few studies integrate qualitative insights from employees, managers, and service recipients to contextualize how flexible scheduling shapes workflows, communication patterns, and service standards within organisations. Without richer, longitudinal, and context-sensitive evidence, practitioners and policymakers lack actionable guidance on how to design and tailor flexible work arrangements to optimize both employee well-being and service delivery quality. Addressing these gaps would strengthen both theoretical models and practical frameworks for implementing flexible work practices that genuinely enhance organisational performance in diverse operational environments.

1.3 Methodology

A cross-section survey research design was adopted for the study. The population of the study Based on 2025 data, the [Civil Service Commission](#) (CSC) in the South-South region has a significant workforce. Key figures include 4,419 staff in Delta State and 4,416 in Akwa Ibom State, alongside 3,890 in Edo, 2,681 in Cross River, 1,675 in Rivers, and 957 in Bayelsa. Therefore, the population of the study was 17738 (CSC, 2025) and the sample for the study consisted of 370 respondents which were determined using Krejcie and Morgan of 1970 table and formula for sample size determination. The table is given below as:

Table 3.1: Table for Sample Size Determination for Finite Population



Population Size	Sample Size
1,000,000- above	384
500,000	381
100,000	383
50,000	381
10,000	370
5,000	357
3,000	341
2,000	322
1,000	278

Source: Krejcie and Morgan (1970): Educational and Psychological Measurement

Therefore, since the population of the study is not collected from a particular organization, Proportion sample allocation formula was used to allocate the sample respondent to each of the organization selected for the study for the purpose of ensuring precision of results. The formula is given as

$$P = \frac{sxn}{N}$$

Where:

P = Proportional Allocation

S = Staff strength

n = sample size

N = Population of the study

$$\text{Delta State} = \frac{4419 \times 370}{17738}$$

P = 92

$$\text{Akwa Ibom State} = \frac{4416 \times 3770}{17738}$$

P = 92

$$\text{Edo State} = \frac{3890 \times 370}{17738}$$

P = 81

$$\text{Cross River State} = \frac{2681 \times 370}{17738}$$

P = 56

$$\text{Rivers State} = \frac{1675 \times 3770}{17738}$$

P = 35

$$\text{Bayelsa State} = \frac{957 \times 370}{17738}$$

P = 20

The study adopted a modified four-point rating scale comprising: 4 – Strongly Agree, 3 – Agree, 2 – Disagree, and 1 – Strongly Disagree. Face and construct validity were established for the instrument, while reliability was assessed using the test–retest method. Internal consistency was further evaluated using Cronbach’s Alpha statistics, which produced coefficients of 0.73 and 0.72. These values indicate that the instrument was sufficiently reliable for examining the relationship between the dimensions of data strategy and the competitive advantage of telecommunication firms. Data were collected through questionnaires and personal interviews, and the responses were analyzed using regression analysis. The estimation was conducted using appropriate mathematical models:

$$\text{QSD} = f(\text{JD}) \quad \text{Model 3.1}$$

$$\text{QSD} = a_0 + a_2 \text{JD} + e \quad \text{Equation 3.1}$$

$$\text{QSD} = f(\text{CWW}) \quad \text{Model 3.2}$$

$$\text{QSD} = a_0 + a_4 \text{CWW} + e \quad \text{Equation 3.2}$$

Where;

a = Interception of the equation

QSD= Quality of Service Delivery

JD=Job Design

CWW= compressed Work Weeks

a1- a2 = Coefficients of the Independent variables

e = Error term

Data Presentation, Analysis and Findings

4.1 Data presentation



The data collected were presented in tables and frequencies to establish the link between data strategy and competitive

advantage of Telecommunication Firms in South-South Nigeria

Table 4.1: Distribution of Questionnaire

State Civil Service Commission	No of Questionnaires Distributed	No. of questionnaire Filled and Returned
Delta	92	89
Akwa Ibom	92	90
Edo	81	79
Cross Rivers	56	54
Rivers	35	33
Bayelsa	20	19
Total	370	364

Source: Researcher’s Computation (2026)

Table 4.2 shows that 370 copies of the questionnaire were distributed to the 3 Telecommunication firms used for the study but 364 copies of the questionnaire were filled and returned which yielded 98.4% response rate and form the base for the analysis.

4.2 Data Analysis

Test of Hypotheses

Hypothesis 1: There is no significant influence of job sharing on quality-of-service delivery of civil service commission in South-South Nigeria.

Table 4;2 The Simple Linear Regression analysis on the Significant Influence of Compressed Work weeks on Quality-of-service Delivery of civil Service Commission in South-South Nigeria

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.980a	.961	.961	.21632

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	417.266	1	417.266	8916.853	.000b
	Residual	16.940	362	.047		
	Total	434.206	363			

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.025	.023		1.086	.278
	Joh Sharing	.988	.010	.980	94.429	.000

Source: Researcher’s Computation (2026)



Table 4.2 indicates the simple linear regression analysis on the significant influence of job sharing on quality-of-service delivery of civil service commission in South-South Nigeria. The indicates an R2-value of .961 demonstrating that job sharing can account for 96.1% change in quality-of-service delivery of civil service commission in South-South Nigeria. The result is supported by Beta coefficients of .980 implying that 1 unit increase of job sharing would lead to 98.0% increases in quality-of-service delivery of civil service commission in South-South Nigeria. However, to measure the goodness of fit of the regression model, the F-statistics was computed and result yield 8916.853 which means that the regression model is fit to evaluate the link between job

sharing and quality of service delivery of civil service commission in South-South Nigeria. Therefore, since the F-value of 8916.853 and P-value of .000 lies below alpha value of 0.05 level of significance in social sciences, it can be affirmed that the null hypothesis which states that job sharing has no significant influence on quality-of-service delivery of civil service commission in South-South Nigeria. is rejected and alternative hypothesis accepted, meaning that job sharing statistically have significant influence on quality-of-service delivery of civil service commission in South-South Nigeria.

Hypothesis 2: There is no significant influence of compressed work weeks on quality-of-service delivery of civil service commission in South-South Nigeria

Table 4;3 The Simple Linear Regression analysis on the Significant Influence of Compressed Work weeks on Quality-of-service Delivery of civil Service Commission in South-South Nigeria

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.966a	.934	.934	.28201

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	405.416	1	405.416	5097.538	.000b
	Residual	28.790	362	.080		
	Total	434.206	363			

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.049	.030		1.614	.107
	Compressed work Weeks	.982	.014	.966	71.397	.000

Source: Researcher’s Computation (2026)

Table 4.2 shows the simple linear regression analysis on the significant influence of compressed work weeks on quality-of-service delivery of civil service commission in South-South Nigeria. The indicates an R2-value of .934 demonstrating that compressed work weeks can account for 93.4% change in quality-of-service delivery of civil service commission in South-South Nigeria. The result is

supported by Beta coefficients of .966 implying that 1 unit increase of compressed work weeks would lead to 96.6% increases in quality-of-service delivery of civil service commission in South-South Nigeria. However, to measure the goodness of fit of the regression model, the F-statistics was computed and result yield 5097.538 which means that the regression model is fit to evaluate the link between



compressed work weeks and quality of service delivery of civil service commission in South-South Nigeria. Therefore, since the F-value of 5097.538 and P-value of .000 lies below alpha value of 0.05 level of significance in social sciences, it can be affirmed that the null hypothesis which states that compressed work weeks has no significant influence on quality-of-service delivery of civil service commission in South-South Nigeria. is rejected and alternative hypothesis accepted, meaning that compressed work weeks statistically have significant influence on quality-of-service delivery of civil service commission in South-South Nigeria.

4.2 Discussion of Findings

Job Sharing and Quality of Service Delivery

The findings of hypothesis 1 indicated that job sharing has significant influence on quality-of-service delivery of civil service commission in South-South Nigeria. This suggested that job sharing and other flexible work arrangements consistently shows that when properly implemented they can significantly influence employee performance and quality of service delivery findings that resonate with the work of Kosgei and Maende (2024) who found that flexible work programs which included job sharing among other arrangements had a statistically significant positive relationship with employee performance, explaining over half the variation in performance outcomes; respondents reported improved **job satisfaction, reduced absenteeism, and enhanced service delivery** as direct outcomes of these arrangements. Similarly, Fundi et al. (2023) supported the finding by demonstrating that job-sharing arrangements positively affected Generation Y employee performance in a large institutional setting, suggesting that devolving workload across employees can increase engagement and output, particularly among younger workers. Bringing in evidence from broader flexible working research. This was in line with the work of Çivilidağ and Durmaz (2024) who concluded in a systematic mini-review that flexible working arrangements—including job sharing—were positively and moderately correlated with improved employee performance, satisfaction, and productivity across various settings. Although Jerono and Bula's (2025)

study focused on **compressed work schedules** rather than job sharing per se, their findings align with the broader theme: flexibility in how work is structured can enhance employee productivity and work outcomes, reinforcing the idea that **non-traditional work arrangements** can support better performance.

Taken together, this collective evidence suggests that job sharing as one element of a flexible work strategy—can have a significant positive influence on **service delivery quality** in public service contexts similar to the Civil Service Commission in South-South Nigeria. In practice, when civil service systems adopt job sharing, they effectively redistribute responsibilities in ways that can reduce overload, improve work–life balance, and enhance **employee commitment and performance**, key drivers of service quality in bureaucratic organizations. Moreover, the link between flexibility and performance seen in the meta-analytic work of Çivilidağ and Durmaz (2024) implies that such arrangements help foster job satisfaction and engagement, which are critical to **consistent and responsive public service delivery**. Fundi et al.'s (2023) findings further reinforce that job sharing is not merely a theoretical benefit but yields measurable performance improvements, especially in organizations with diverse workforce demographics. Together with Kosgei and Maende (2024), these studies build a narrative that flexible work practices—rooted in job sharing can strengthen the human resource foundation needed for **higher quality service delivery** in the civil service, even in challenging environments like South-South Nigeria.

Compressed work weeks and Quality of Service Delivery

The finding of hypothesis 2 showed that compressed work weeks significantly influenced quality of service delivery of civil service commission in South-south Nigeria Across both public and private sector studies, evidence indicates that **compressed work weeks** and other flexible work arrangements have a **significant positive influence** on employee performance and the quality of service delivery, a finding that helps illuminate what might occur within the Civil Service Commission in South-South Nigeria. For instance, although **Jerono and Bula (2025)**



** specifically investigated compressed work schedules and found that employees working condensed work weeks reported higher productivity and reduced burnout, suggesting that restructuring hours can sustain work output and responsiveness. This aligns with Kosgei and Maende's (2024) finding that flexible work programs of which compressed schedules are a form are significantly associated with enhanced employee performance and greater service delivery outcomes. Similarly, Fundi et al. (2023) demonstrated that flexibility in work arrangements boosts employee engagement and performance, particularly among younger cohorts, which in turn supports better organizational results. Finally, the systematic review by Çivilidağ and Durmaz (2024) reinforces the broader pattern: flexible work arrangements are moderately but consistently linked to improved employee satisfaction, productivity, and performance. Taken together, these studies suggest that adopting compressed work weeks in the civil service could improve employee well-being and performance, and through these mechanisms enhance the overall quality of public service delivery in South-South Nigeria.

5.1 Summary of Findings

The findings revealed that both job sharing and compressed work weeks** exert a significant positive influence on the quality-of-service delivery within the Civil Service Commission in South-South Nigeria. Specifically, job sharing was found to enhance employee collaboration, reduce workload pressure, and improve task continuity, thereby minimizing service delays and errors. Employees under job-sharing arrangements demonstrated higher levels of job satisfaction and commitment, which translated into more responsive and citizen-centered service delivery. Similarly, compressed work weeks were shown to improve employee morale, reduce absenteeism, and increase productivity by allowing staff longer rest periods without reducing total working hours. The study established that when work structures are made more flexible, employees are better able to manage personal and professional demands, leading to improved efficiency, timeliness, and overall service quality within the Commission. The findings further demonstrated that:

There is no significant influence of job sharing on quality-of-service delivery of civil service commission in South-South Nigeria.

ii. There is no significant influence of compressed work weeks on quality-of-service delivery of civil service commission in South-South Nigeria.

5.2 Conclusion

Flexible work arrangements particularly job sharing and compressed work weeks—are strategic human resource practices capable of enhancing service delivery in the Civil Service Commission in South-South Nigeria. By restructuring how work is organized rather than merely increasing work hours or workforce size, the Commission can strengthen employee performance, motivation, and accountability. These flexible practices foster a more engaged workforce, reduce burnout, and promote sustained productivity, all of which are essential for effective public service administration. Therefore, integrating structured flexibility into civil service operations can serve as a viable pathway for improving institutional efficiency and public satisfaction. It was concluded that job sharing and compressed work weeks statistically have significant influence on quality-of-service delivery of civil service commission in South-South, Nigeria

5.3 Recommendations

1. The Civil Service Commission should formally institutionalize job sharing and compressed work week policies through clear guidelines, monitoring frameworks, and performance benchmarks to ensure consistency, accountability, and measurable improvements in service delivery.

2. Management should provide training and sensitization programs for supervisors and employees to facilitate smooth implementation of flexible work arrangements, ensuring that operational goals, teamwork, and communication channels remain strong while maximizing the productivity benefits of these practices.

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