EFFECT OF FLEXIBLE WORK OPTIONS ON EMPLOYEE's PERFORMANCE OF SELECTED PRIVATE HOSPITALS IN FEDERAL CAPITAL TERRITORY

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Abstract
Employee performance in private hospitals play a vital role in shaping patient outcomes, enhancing operational efficiency, and maintaining the hospital's reputation. Despite ongoing efforts by private hospitals in the Federal Capital Territory (FCT), Abuja, to improve employee performance, challenges persist. This study examined the effect of flexible work options on employee's performance of selected private hospitals in the FCT. The study's specific objectives were to investigate the effect of job sharing on employee's performance in private hospitals in FCT and examine the effect of job autonomy on employee's performance of private hospitals in FCT. A survey research design was adopted. The population for this study comprises 658 employees of selected private hospitals in FCT, Abuja. A sample size of 274 was determined using Taro Yamane's (1967) formula. A simple random sampling method was used to select the respondents. Data was collected through primary sources using a structured questionnaire on a five-point Likert scale. Structural equation modeling with partial least squares (PLS-SEM) was employed to analyse the data and test hypotheses. The results revealed that job sharing has a positive but significant effect on employee performance in private hospitals in FCT., job autonomy has a negative but insignificant effect on employee performance in private hospitals in FCT. The study recommends that Private hospitals in FCT, Abuja, should actively implement and encourage job-sharing arrangements, particularly in roles that allow task division without compromising service quality. Hospital administrators should ensure that job autonomy is granted in a structured manner. Instead of full independence, hospitals can provide guided autonomy, where employees have some decision-making power within defined protocols. This approach can maintain operational efficiency while fostering a sense of ownership and motivation among staff.
Keywords: Flexible Work Options, Job Sharing, Job Autonomy, Private Hospitals, FCT.

INTRODUCTION

Employee performance is a critical factor in organizational success, influencing productivity, service quality, and overall institutional effectiveness. Globally, organizations have increasingly explored flexible work options as a strategy to enhance employee performance by improving job satisfaction, work-life balance, and engagement (Rudolph et al., 2021). According to Kossek et al. (2020), flexible work options dimensions such as job autonomy and job sharing, contribute to increased employee motivation, reduced stress, and enhanced efficiency, particularly in high-demand sectors like healthcare. In developed economies, flexible work policies have been widely adopted, particularly in response to the COVID-19 pandemic, which demonstrated their effectiveness in maintaining productivity while promoting employee well-being (Allen et al., 2021).

In emerging economies, including Nigeria, the adoption of flexible work options remains relatively limited, particularly in the healthcare sector, where rigid work schedules have traditionally been the norm (Akanbi & Oyewunmi, 2022). However, as private hospitals in the Federal Capital Territory (FCT) face increasing demands for efficiency and improved healthcare delivery, there is growing recognition of the potential benefits of job autonomy and job sharing in enhancing employee performance. Job sharing is a flexible work arrangement in which two employees share the responsibilities, duties, and workload of a single full-time job, each working part-time hours (Brough & O'Driscoll, 2021). This arrangement allows employees to maintain work-life balance, reduce stress, and enhance productivity while ensuring continuous service delivery. In healthcare, job sharing can be particularly beneficial as it prevents burnout among medical professionals, improves efficiency, and fosters knowledge-sharing between employees (Morrison et al., 2022). By reducing fatigue and enhancing collaboration, job sharing positively influences employee performance, leading to higher job satisfaction, increased engagement, and improved patient care. Job autonomy refers to the extent to which employees have control over how they perform their tasks, make decisions, and manage their work schedules (Parker et al., 2019). High levels of job autonomy

enable employees to take initiative, exercise creativity, and tailor their work processes to enhance efficiency. In private hospitals, granting medical professionals and healthcare workers greater autonomy allows them to respond promptly to patient needs, improve decision-making, and enhance job satisfaction, all of which contribute to improved performance outcomes (Deci & Ryan, 2020). When employees have greater control over their work, they tend to be more motivated, experience higher job engagement, and demonstrate improved problem-solving abilities, which ultimately enhance overall organizational effectiveness.

The healthcare industry, characterized by high workloads and stress levels, may benefit from flexible work arrangements that allow medical professionals to balance job responsibilities with personal well-being, ultimately improving service delivery and patient outcomes (Ogunyemi & Adebayo, 2023). Despite these potential advantages, research on the effect of flexible work options on employee performance in Nigeria's private healthcare sector remains scarce, necessitating an empirical investigation into their impact within this context.

In recent years, healthcare employee performance has emerged as a crucial determinant of patient care quality and efficiency, particularly in private hospitals where service demands are high, and resources are often limited. Employee performance in these settings plays a vital role in shaping patient outcomes, enhancing operational efficiency, and maintaining the hospital's reputation.

Despite ongoing efforts by private hospitals in the Federal Capital Territory (FCT), Abuja, to improve employee performance, challenges persist. Studies indicate a troubling trend. A 2023 survey conducted by the Nigerian Medical Association found that 45% of healthcare workers in private hospitals failed to meet basic performance benchmarks, with task completion rates averaging only 65% of expected standards (Okonkwo et al., 2023). Additionally, patient satisfaction scores across private hospitals in the FCT averaged 5.8 out of 10, falling significantly below the national target of 8.0 (Ibrahim & Mohammed, 2023).

Although private hospitals have implemented various interventions, key performance metrics—including task efficiency and patient satisfaction, overall service quality—continue to fall below expectations. The FCT Healthcare Quality Assessment Report (2023) revealed that only 40% of private hospitals met the required quality benchmarks, with average patient waiting times exceeding three hours, compared to the standard one-hour target. Furthermore, employee productivity assessments showed that healthcare workers achieved only 58% of their key performance indicators, while absenteeism rates increased by 15% over the past year (Taiwo & Ahmed, 2023).

Several studies have explored the impact of flexible work options (FWOs) on employee performance, highlighting both their benefits and limitations across various sectors. For example, Wright et al. (2022) examined FWOs such as telecommuting and flexible scheduling in the North American tech industry, finding revealed that these arrangements enhanced productivity and job satisfaction, particularly for employees in high-demand roles. Similarly, Rahman et al. (2023) studied FWOs in public hospitals, while Chen et al. (2024) investigated their impact on nurse retention. In Nigeria, Okeke and Emeka (2021) analyzed FWOs in the IT sector, reporting improvements in employee performance and task efficiency through telecommuting and job autonomy, though they noted that these effects varied depending on organizational structure.

Additionally, Adewale and Aina (2022) explored FWOs among academic staff in Nigerian universities, concluding that flexible scheduling reduced burnout and increased productivity, although institutional constraints affected the consistency of these benefits. Collectively, these studies highlight the growing recognition of FWOs as a strategy to enhance employee engagement, satisfaction, and, in some cases, productivity. However, most existing research has been conducted outside the healthcare sector or in industries with different job demands and performance pressures compared to private hospitals.
Specifically, in Nigeria's private healthcare sector, particularly in the Federal Capital Territory (FCT), Abuja, empirical evidence on the impact of FWOs—such as job autonomy and job sharing—on

employee performance remains scarce. This study aims to fill this gap by investigating how FWOs influence employee performance in private hospitals in Abuja.

The main objective of the study is to examine the effect of flexible work options on employee's performance of private hospitals in the FCT. The specific objectives are to:

i. assess the effect of job sharing on employee's performance of private hospitals in FCT; and
ii. examine the effect of job autonomy on employee's performance of private hospitals in FCT

The following hypotheses guided the study:

H_{01}: job sharing has no significant effect on employee's performance of private hospitals in FCT.
H_{02}: job autonomy has no significant effect on employee's performance of private hospitals in FCT.

LITERATURE REVIEW

Employees Performance

Employee performance refers to the extent to which an individual meets or exceeds the expectations and standards set by an organization in terms of task completion, quality of work, and overall contribution to organizational goals. According to Borman and Motowidlo (2020), employee performance is a multifaceted construct that includes both task performance, which is related to the specific duties of a job, and contextual performance, which refers to behaviors that contribute to the overall organizational environment, such as cooperation and adaptability. This broader definition highlights that employee performance is not only about achieving objectives but also about the impact employees have on the organizational culture and their colleagues. In a similar vein, Armstrong (2021) defines employee performance as the ability to consistently achieve high-quality results in a work environment, driven by both intrinsic motivation and the alignment of individual goals with organizational objectives. Armstrong argues that employee performance is influenced by various factors, including job satisfaction, work environment, leadership, and the resources available to employees. He further emphasizes that effective performance management systems are essential for monitoring, assessing, and enhancing employee performance through feedback and continuous development.

Flexible Work Options

Flexible Work Options (FWOs) refer to workplace arrangements that allow employees to modify their work schedules, locations, or job structures to better balance professional and personal responsibilities while maintaining productivity. According to Kossek and Thompson (2020), FWOs encompass a range of policies such as remote work, flextime, compressed workweeks, job sharing, and results-based performance evaluation. These arrangements are designed to enhance employee well-being, reduce stress, and improve organizational efficiency by accommodating diverse work styles and life demands. Similarly, Allen et al. (2021) define FWOs as organizational strategies that grant employees greater control over how, when, and where they complete their work. This flexibility fosters increased job satisfaction, engagement, and retention by reducing work-life conflicts. The authors emphasize that successful implementation of FWOs depends on managerial support, industry-specific demands, and employees' ability to self-regulate their work schedules. From a broader human resource management perspective, Rudolph et al. (2021) conceptualize FWOs as a dynamic approach to work design that aligns employee autonomy with business performance goals. They argue that flexible work arrangements are particularly beneficial in high-pressure industries, such as healthcare, where workforce fatigue and burnout can negatively impact service delivery. By allowing employees to structure their work in a way that maximizes efficiency and minimizes stress, FWOs contribute to both individual and organizational performance outcomes.

Job Sharing

Job sharing is a flexible work arrangement where two employees share the responsibilities of a single full-time position, working part-time schedules that complement each other to ensure full job coverage. According to Kossek and Michel (2022), job sharing allows organizations to retain skilled employees who require reduced working hours due to personal commitments while maintaining operational efficiency. This arrangement enhances work-life balance, increases job satisfaction, and improves employee retention, particularly in high-demand industries such as healthcare. Similarly, Brough and

O'Driscoll (2021) define job sharing as a structured work model in which two employees collaboratively divide tasks, responsibilities, and working hours for a single job role. They argue that job sharing fosters teamwork, reduces burnout, and enhances knowledge transfer, as employees bring diverse skills and perspectives to a shared role. However, the effectiveness of job sharing depends on clear communication, well-defined responsibilities, and strong coordination between job partners to ensure seamless workflow continuity.

Job Autonomy

Job autonomy refers to the degree of independence and discretion employees have in determining how they perform their tasks, manage their time, and make work-related decisions. According to Hackman and Oldham (2020), job autonomy is a core component of job design that enhances motivation, creativity, and overall job satisfaction. When employees have control over their work processes, they are more likely to take initiative, feel a sense of ownership over their tasks, and contribute more effectively to organizational goals. Similarly, Parker et al. (2021) define job autonomy as the extent to which employees can make choices regarding their work methods, scheduling, and problem-solving approaches without excessive supervision. They argue that higher levels of autonomy lead to improved job performance, reduced stress, and greater psychological well-being, particularly in complex and demanding work environments such as healthcare. However, they also caution that excessive autonomy without proper support structures may lead to role ambiguity and reduced accountability.

Job Sharing and Employees Performance

Fundi et al. (2023) established the relationship between job-sharing arrangements and Generation Y employee performance in Kenya Ports Authority, Mombasa. The study was premised on the Expectancy Theory. This study adopted the descriptive survey design and targeted the 3,562 Generation Y employees and the HR management of KPA. A sample size of 138 respondents was used that was obtained from the Cochran formula and selected through stratified random sampling technique. Structured questionnaires were used for data collection. Data was analyzed using descriptive statistical analysis, such as, frequencies and percentages and inferential statistic involving the use of correlation analysis and multiple regression analysis. The findings of the study showed that job-sharing arrangements had favorable impact on Generation Y employee performance. As a result, the findings suggest that job-sharing (independent) factor served as reliable indicators of employee output. Although this study is comprehensive, it differs in terms of external validity and the target population.

Adeola and Fatimah (2022) examined the effect of job-sharing on employee performance in Nigeria's education sector, specifically in private secondary schools. The study was grounded in the Work-Life Balance Theory and adopted a cross-sectional survey design. The target population comprised 1,800 teachers from private secondary schools in Ibadan. A sample size of 250 respondents was selected using simple random sampling. Data were collected using structured questionnaires, and both descriptive and inferential statistical tools were used for data analysis, including correlation analysis and ANOVA. Findings showed that job-sharing significantly improved job satisfaction and teaching effectiveness. However, the study found challenges related to coordination between job-sharers and management support. One criticism of the study relates to the disparity in analytical methods, as the present research employs PLS-SEM as opposed to another approach.

Ogunribido et al. (2023) examined the effect of job sharing on employee performance on micro and small-scale Enterprises in Ondo State. The study employed a survey research design. Questionnaires were used to collect data from three hundred and twenty-four respondents consisting of both owners and employees of micro and small-scale enterprises that were purposively selected. Descriptive and inferential analysis were conducted on the data generated using Statistical Package for the Social Sciences (SPSS 24). Simple linear regression model was formulated for inferential analysis of the stated objective. The findings showed that Job sharing significantly predicted employee performance, which indicates that Job Sharing can play a significant role in shaping organizational performance. One criticism of the study relates to the disparity in analytical methods, as the present research employs PLS-SEM as opposed to another approach.

Job Autonomy and Employees Performance

Kwan-Woo (2022) examined the effect of job autonomy on employee's performance. This study utilized data from the 5th Korean Working Conditions Survey (KWCS) conducted in 2017. The KWCS is conducted every three years and is based on the European Working Condition Survey conducted by Euro found. The 5th KWCS was held through one-on-one household interviews in which a professionally trained researcher visited employed individuals aged 15 or older. Sampling was done as follows: First, the survey areas were extracted using the probability proportional to size sampling method. Second, the households were extracted from the survey areas using the systematic sampling method, then, one person, from each household, who met the criteria was selected. A total of 5300 survey areas were selected and 10 households were selected from each survey area. The final sample included 52,205 participants. The Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to test the proposed hypotheses. Result showed that job autonomy has a positive significant effect on employee's performance. The study is thorough, yet its findings cannot be directly applied in Nigeria, which underscores the necessity for the current research.

In another study, Biwott, (2022) assessed the effect of job autonomy on employee's performance. The study was an explanatory study which offers a profile to describe relevant aspects of the phenomenon of interest to the researcher. The target population was 2000 nurses who work in Moi teaching and referral hospital Eldoret. A sample of 330 nurses was selected using simple random sampling. The research instrument used was a 5-point Likert scale questionnaire. The study used questionnaires as a tool of collecting data. Data was analyzed using descriptive statistics and inferential statistics such as tables, pie charts, One-way ANOVA, and multiple regression analysis. From the findings, the null hypothesis that states that there is no relationship between autonomy and employee performance is rejected. This is because the results of the study showed that the level of autonomy in the hospital had a high influence on employee performance. One criticism of the study relates to the disparity in analytical methods, as the present research employs SEM-PLS as opposed to another approach.

Mulu, et al., (2023) evaluated the effect of job autonomy on employee's performance. A descriptive research design was used because it allowed a systematic and well-ordered description which was reliable, accurate as well as valid. The target population of 520 was constituting of top level, middle level and lower-level employees of Machakos County government. To achieve the objective a sample of 156 respondents was drawn from the population. Questionnaire was used as the main instrument for data collection. The data was analyzed using the STATA version 17, by use of both descriptive and inferential statistics. Descriptive statistics such as frequency, percentage, mean and standard deviation were used. Regression model was used to estimate coefficient of the variable in the objective. The study concluded that there was a negative insignificant relationship between employee autonomy and performance. One criticism of the study relates to the disparity in analytical methods, as the present research employs SEM-PLS as opposed to another approach.

Theoretical Framework

Self-Determination Theory (SDT) was developed by psychologists Edward L. Deci and Richard M. Ryan in the mid-1980s. The theory is rooted in the understanding that human motivation is influenced by the need to grow and achieve optimal functioning. Initially introduced in the context of education and intrinsic motivation, SDT has since been widely applied to various fields, including work psychology, health, and sports. The theory aims to explain the different types of motivation, emphasizing the role of autonomy, competence, and relatedness in fostering motivation and overall well-being (Deci & Ryan, 2000). Self-Determination Theory posits that individuals have three innate psychological needs that are essential for fostering motivation and achieving high performance: Autonomy: The need for control over one's actions, meaning the freedom to make decisions about one's own work and life. Competence: The need to feel effective in one's activities, feeling that one's skills are adequate for the tasks they engage in. Relatedness: The need to feel connected to others, with positive and supportive social interactions. According to SDT, the satisfaction of these three needs leads to greater intrinsic motivation, which in turn enhances performance, job satisfaction, and general well-being (Deci & Ryan, 2000).

One of the key strengths of SDT is its ability to explain how motivation influences human behavior and performance in a variety of settings, including the workplace. Research has consistently shown that when employees experience autonomy in their work, their intrinsic motivation increases, leading to higher engagement and improved performance (Gagné & Deci, 2005). Furthermore, the theory's emphasis on intrinsic motivation has been linked to higher levels of creativity, job satisfaction, and reduced burnout, making it highly applicable to dynamic and high-pressure environments like healthcare (Baard, Deci, & Ryan, 2004). Additionally, SDT's focus on autonomy can be particularly valuable in the context of flexible work options. When employees have the flexibility to manage their schedules (through job sharing or job autonomy), they are more likely to feel a sense of ownership over their work, leading to improved job satisfaction and better performance outcomes (Gagne & Deci, 2005). This theory is also versatile and can be applied to various types of work environments, including private hospitals in the Federal Capital Territory (FCT), where employee well-being is critical to patient care and service delivery.

Despite its broad applicability, SDT has some criticisms. One of the main criticisms is its emphasis on intrinsic motivation, which may not fully account for extrinsic factors like financial incentives, organizational culture, or external pressures that also influence employee behavior. Some scholars argue that in certain work environments, especially in high-stress jobs like healthcare, extrinsic motivation (such as monetary rewards or job security) may play a larger role in driving performance (Vansteenkiste, Simons, Lens, Sheldon, & Deci, 2004). Moreover, the theory's focus on intrinsic motivation may overlook the complex dynamics between personal and organizational goals, which may not always align with intrinsic motivation alone.

Another criticism is that SDT does not always account for cultural differences. The theory is based on Western assumptions about individual autonomy and self-determination, which may not be applicable in collectivist cultures or hierarchical work environments (Chirkov et al., 2003). This could limit the theory's generalizability, particularly in diverse or more structured work settings such as healthcare institutions in developing countries like Nigeria.

SDT provides a compelling framework for understanding how flexible work arrangements, such as job sharing and job autonomy, can positively influence employee performance. According to SDT, when employees are given more control over how, when, and where they perform their tasks (autonomy), they are likely to feel more competent and motivated in their roles. This heightened motivation leads to increased engagement, higher job satisfaction, and, ultimately, improved performance (Deci & Ryan, 2000). In private hospitals, where the demands on healthcare workers are high and burnout is a significant concern, allowing employees to manage their work schedules flexibly could address the psychological need for autonomy. By offering job sharing and autonomy over work hours, hospitals could improve employee morale, reduce stress, and enhance work-life balance, leading to better job performance (Baard et al., 2004). Furthermore, when employees feel competent and supported in their roles, the quality of care and patient satisfaction may also improve as a direct result of enhanced employee motivation and well-being.

METHODOLOGY

This study adopted a survey research design to collect and analyze data from a diverse group of participants relevant to the research topic. The strength of this design lies in its ability to provide extensive coverage and a representative sample of the target population, facilitating a comprehensive understanding of the research problem. The study focuses on private hospitals in FCT, Abuja, that have been operational for over ten years for several strategic reasons. Firstly, private hospitals have greater flexibility in implementing work arrangements compared to public institutions, making them suitable for examining flexible work policies. Secondly, hospitals with over a decade of operation are more likely to have tested various work arrangements, providing sufficient data to evaluate their impact on employee performance. Thirdly, these hospitals employ a diverse range of healthcare professionals working in different shifts and schedules, offering valuable insights into various flexible work options. Furthermore, specialized private hospitals face intense competition for skilled professionals, making employee performance and retention strategies particularly relevant. Focusing on hospitals within FCT ensures

geographical consistency while capturing the urban healthcare workplace dynamics typical of major Nigerian cities. The population comprises 658 employees of the selected private hospitals in in FCT, Abuja, as shown is table 3.1.

Table 3.1 Population Distribution

S/N	HOSPITAL	POPULATION
1	Kelina Hospital Gwarimpa	42
2	Rophe Hospital Maitama	47
3	Everlasting care Hospital Jabi	45
4	NISA Premier Hospital Jabi	87
5	Chira Specialist Hospital Wuse	64
6	Cornerstone Hospital Wuse	56
7	Crystal Hospital Wuse	43
8	Family Care Multi Clinics Asokoro	47
9	Eastern and Western hospital Jabi	49
10	Capital Hospital and Maternity Wuse	58
11	Cedercrest Hospital	63
12	Primus Hospital	57
	TOTAL	**658**

Source: Hospital Personnel Records (2025)

To determine the sample size for the study, Taro Yamane's (1967) formula for calculating sample size was utilized. The formula is presented as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where n = sample size

N = Population Size (658)

e = level of significance at 5% (0.05)

1 = constant

$$n = \frac{658}{1 + 658\,(0.05)^2}$$

$$n = \frac{658}{1 + 658\,(0.0025)}$$

n = 249

The sample size for this study was determined to be 249 based on the Taro Yamane's (1967) formula. As recommended by Israel (2013), an additional 10%–30% should be added to the minimum sample size to account for potential non-responses or unreturned questionnaires. Consequently, 10% of the sample size, equivalent to 25 respondents, was included, bringing the total number of questionnaires administered to 274. A simple random sampling technique was employed to ensure randomness and representativeness in the selection of respondents from the chosen private hospitals in FCT. Data for this study was collected through primary sources using a structured questionnaire. The questionnaire utilized a five-point Likert scale, ranging from "strongly agree" to "strongly disagree," as the response format.

Construct Reliability

To establish the reliability of the construct, it is generally recognized that both Cronbach's alpha and composite reliability (CR) should exceed the threshold of 0.7, which is the standard for ensuring strong internal consistency. Table 3.1 presents the results for Cronbach's alpha, rhoA, composite reliability, and average variance extracted.

Table 3.1: Construct Reliability and Validity of the indicators

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Sharing	0.89	0.91	0.95	0.73

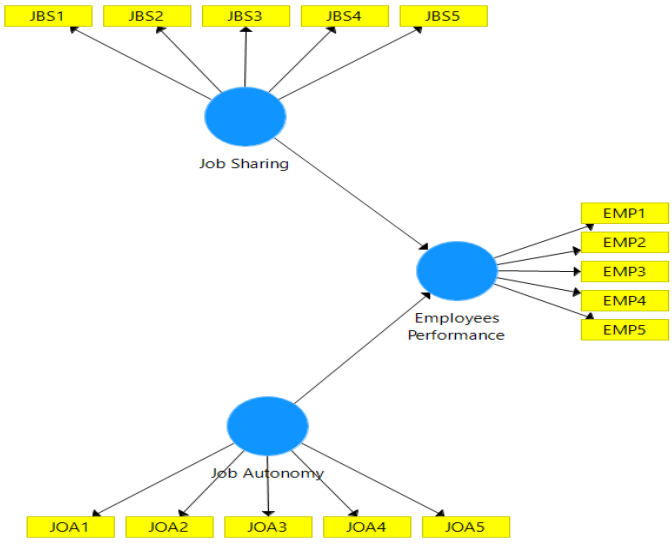
Job Autonomy	0.87	0.92	0.94	0.83
Employee's Performance	0.84	0.82	0.84	0.64

Source: **Researcher's Computation using SMART PLS.**

Table 3.1 presents the construct reliability and validity results for the study variables, including job sharing, job autonomy, and employee performance. Reliability was assessed using Cronbach's alpha and composite reliability (CR), while construct validity was evaluated through average variance extracted (AVE). Cronbach's alpha values for all constructs exceed the recommended threshold of 0.7 (Hair et al., 2019), indicating strong internal consistency. Specifically, job sharing (0.89), job autonomy (0.87), and employee performance (0.84) demonstrate acceptable reliability. Similarly, the composite reliability (CR) values for all constructs surpass the 0.7 benchmark, with job sharing (0.95), job autonomy (0.94), and employee performance (0.84), confirming the robustness of the measurement model. Furthermore, the AVE values for job sharing (0.73) and job autonomy (0.83) exceed the minimum acceptable threshold of 0.5, indicating that these constructs explain a significant proportion of variance in their indicators (Fornell & Larcker, 1981). However, employee performance has a slightly lower AVE value of 0.64, which is still above the required threshold, ensuring adequate convergent validity. These findings suggest that the measurement model is reliable and valid for further structural analysis.

The study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess the effect of each independent variable on the dependent variable. Smart PLS software was used for data coding and processing, ensuring that the research objectives were effectively addressed.

Structural Model



RESULTS AND DISCUSSION

Table 4.1: Distribution and Retrieval of Questionnaire

Questionnaires	Frequency	Percent (%)
Returned	263	96
Not returned	11	4
Total	**274**	**100**

Source: Field Survey, 2025

A total of 274 questionnaires were distributed for data collection, out of which 263 were completed and returned, yielding a high response rate of approximately 96%. This significant return rate reflects strong participant engagement and enhances the reliability and representativeness of the study's findings. However, 11 questionnaires, representing about 4% of the total distributed, were not returned. Despite this minimal non-response, the overall high retrieval rate strengthens the credibility of the data analysis and interpretations.

Descriptive Statistics

Table 4.2: Descriptive Statistics

Statistic	EMP	JBS	JOA
Mean	3.323	3.809	3.563
Median	4.104	3.243	4.303
Maximum	5.000	5.000	5.000
Minimum	1.000	1.000	1.000
Std. Dev.	1.141	1.120	1.215
Skewness	0.034	1.560	0.341
Excess Kurtosis	1.996	4.018	3.023

Source: Researcher's Computations from Smart PLS3, 2025

Table 4.2 presents the descriptive statistics for employee performance (EMP), job sharing (JBS), and job autonomy (JOA), providing insights into the distribution and variability of the dataset. The mean values for the variables indicate the average response levels, with job sharing (3.809) having the highest mean score, followed by job autonomy (3.563) and employee performance (3.323). The median values further confirm the central tendencies, showing slight variations across the variables. The maximum and minimum values for all three constructs range from 1.000 to 5.000, indicating that respondents utilized the full scale of measurement. The standard deviation (Std. Dev.) measures the degree of variability in responses. Employee performance (1.141), job sharing (1.120), and job autonomy (1.215) exhibit moderate dispersion, suggesting a reasonable spread of responses around their respective means. Skewness values assess the symmetry of data distribution. A skewness value close to zero indicates a near-normal distribution, while positive skewness suggests a rightward tail. Employee performance (0.034) and job autonomy (0.341) exhibit minimal skewness, indicating relatively symmetrical distributions, whereas job sharing (1.560) shows a more positively skewed distribution, suggesting that responses were concentrated toward higher values. Excess kurtosis measures the peakedness of the distribution. A value near zero suggests a normal distribution, while higher values indicate a sharper peak. Employee performance (1.996) and job autonomy (3.023) demonstrate moderate kurtosis, while job sharing (4.018) exhibits higher kurtosis, indicating a more peaked distribution.

Table 4.3: Factor Loading

Latent Variable	Manifest Variable	Loading	t-statistic
	JBS1	0.87	29.87
	JBS2	0.90	36.54
Job Sharing (JBS)	JBS3	0.86	25.67
	JBS4	0.88	31.23
	JBS5	0.90	35.67
	JOA1	0.82	24.61
	JOA2	0.87	28.90
Job Autonomy	JOA3	0.91	38.76
	JOA4	0.88	31.23
	JOA5	0.89	33.21
	EMP1	0.92	41.23
	EMP2	0.90	35.67
Employee	EMP3	0.88	31.31
Performance (EMP)	EMP4	0.82	38.76
	EMP5	0.70	37.12

Source: Researcher's Computations from Smart PLS3

Table 4.3 presents the factor loadings of the manifest variables for job sharing (JBS), job autonomy (JOA), and employee performance (EMP), along with their respective t-statistics. Factor loadings measure the strength of the relationship between latent variables and their observed indicators, with a threshold of 0.70 or higher generally considered acceptable for convergent validity (Hair et al., 2021). All

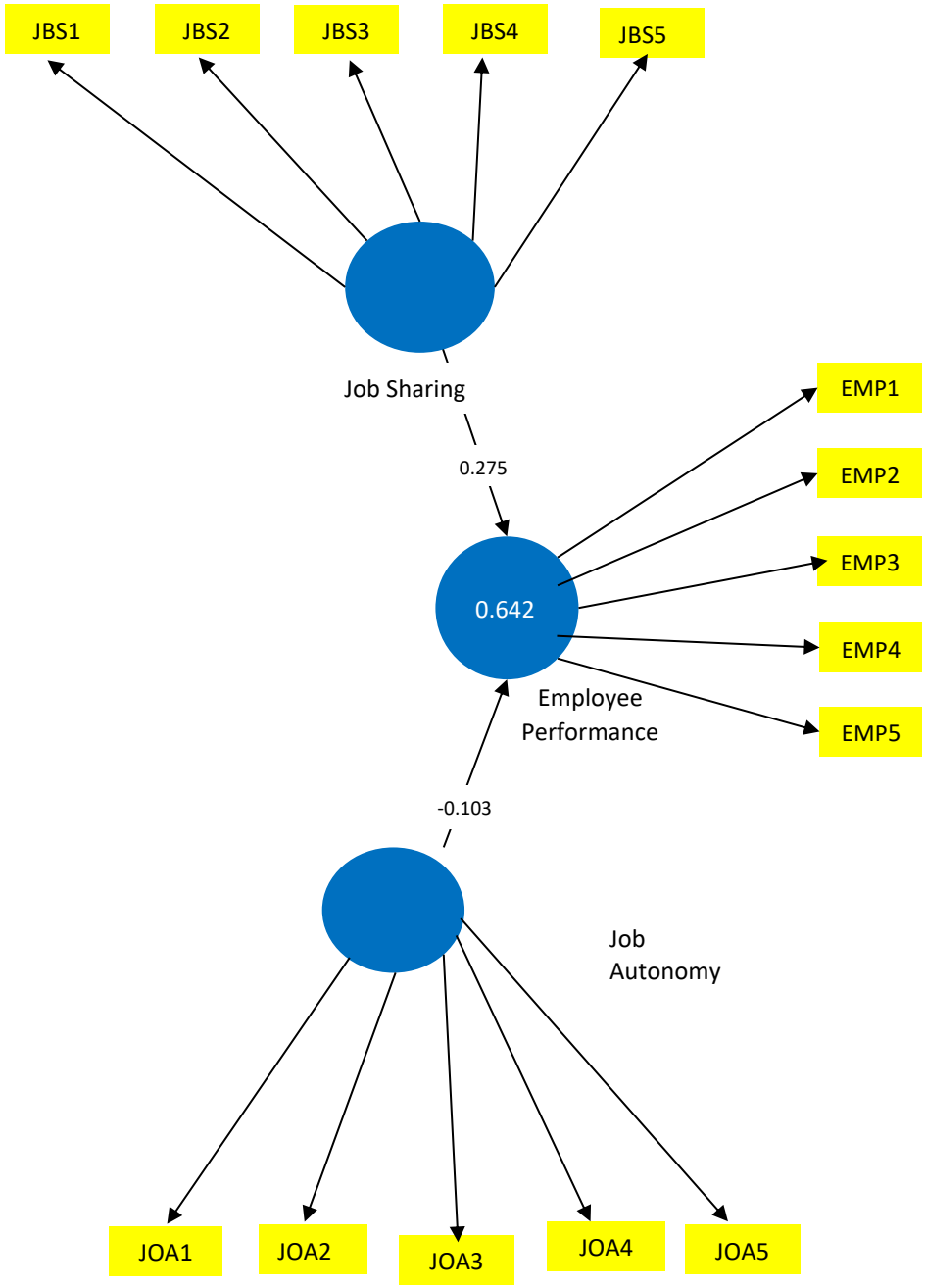
factor loadings exceed the recommended 0.70 threshold, indicating strong correlations between the latent constructs and their respective indicators. For job sharing, the loadings range from 0.86 (JBS3) to 0.90 (JBS2 and JBS5), demonstrating that all items significantly contribute to measuring the construct. Similarly, job autonomy exhibits high factor loadings, with values between 0.82 (JOA1) and 0.91 (JOA3), signifying reliable measurement of the construct. Employee performance also shows strong factor loadings, ranging from 0.70 (EMP5) to 0.92 (EMP1), indicating that all indicators effectively capture variations in employee performance. The t-statistics further support the statistical significance of these factor loadings, with all values exceeding 24.61, confirming the robustness of the measurement model (Fornell & Larcker, 1981).

Figure 4.1: PLS Algorithm (Item Loadings and t-statistics)

Note: t-statistics are in square brackets, [].

Source: Researcher's Construction from Smart PLS, 2025.

Figure 4.2: Structural Model (Path Coefficients and R^2)



Source: Smart PLS Researcher's Construction, 2025.

Figures 4.1 and 4.2 demonstrate that the independent variables—Job Sharing and Job Autonomy—act as predictors of Employee Performance. Each variable exhibits different levels of statistical significance, as indicated by the t-values and probability values obtained from the analysis. A deeper evaluation of these latent variables involves assessing the component scores associated with each scale item. For hypothesis testing, it is crucial to establish the relationships between these variables and their combined effect on Employee Performance. By exploring these interactions, this study provides insights into how flexible work options influence employee performance, offering valuable implications for workforce management in private hospitals.

Hypotheses Testing

Table 4.4: Path Coefficient of the Model for Hypotheses Testing

Hypothesis	Beta	t-value	p-value	Decision	f^2
H_{o1}: Job Sharing → Employee Performance	0.275	4.321	0.000	Rejected Ho	0.090

H_{o2}: Job Autonomy → Employee Performance	-0.103	1.367	0.172	Accepted Ho	0.012

Source: Researcher's Computation from Smart-PLS 3 2025

Hypothesis One

Ho_1: job sharing has no significant effect on employee's performance of private hospitals in FCT.

Table 4.4 presents the path coefficient results for hypothesis testing, assessing the relationship between job sharing and employee performance. The beta coefficient (β = 0.275) indicates a positive relationship, suggesting that job sharing has a significant positive effect on employee performance. The t-value of 4.321 exceeds the conventional threshold of 1.96 for statistical significance at the 5% level (Hair et al., 2019), while the p-value of 0.000 is below the 0.05 threshold, confirming strong statistical significance (Kock, 2015). As a result, the null hypothesis (Ho1) is rejected, affirming that job sharing significantly influences employee performance. Additionally, the effect size (f^2 = 0.090) suggests a small but meaningful effect, as values above 0.02 indicate small effects, 0.15 moderate effects, and 0.35 large effects (Cohen, 1988). These findings highlight the importance of job sharing in enhancing employee performance within private hospitals in FCT, Abuja.

Hypothesis Two

Ho_2: job autonomy has no significant effect on employee's performance of private hospitals in FCT.

Table 4.4 presents the path coefficient results for hypothesis testing, examining the relationship between job autonomy and employee performance. The beta coefficient (β = -0.103) indicates a negative relationship, suggesting that job autonomy has a negative insignificant effect on employee performance in this context. The t-value of 1.367 falls below the critical threshold of 1.96 for statistical significance at the 5% level (Hair et al., 2019), and the p-value of 0.172 exceeds the 0.05 threshold, indicating that the relationship is statistically insignificant (Kock, 2015). Consequently, the null hypothesis (Ho2) is accepted, signifying that job autonomy does not have a meaningful effect on employee performance. Furthermore, the effect size (f^2 = 0.012) is below the 0.02 benchmark for small effects (Cohen, 1988), confirming that job autonomy contributes minimally to variations in employee performance. These findings suggest that, within private hospitals in FCT, Abuja, job autonomy may not be a key driver of employee performance, potentially due to the structured nature of healthcare roles and the need for strict adherence to protocols.

Table 4.5: R^2 of the Model

Dependent Variable	R^2
Employee Performance	0.642

Source: Researcher's Computation from Smart-PLS 3

Table 4.5 presents the R^2 value of the model, which measures the proportion of variance in the dependent variable, employee performance, explained by the independent variables. The R^2 value of 0.642 indicates that 64.2% of the variation in employee performance is accounted for by job sharing and job autonomy. According to Hair et al. (2019), an R^2 value above 0.60 is considered substantial in social science research, demonstrating a strong explanatory power of the independent variables. This suggests that flexible work options, specifically job sharing and job autonomy, significantly influence employee performance in private hospitals in FCT, Abuja. However, the remaining 35.8% of the variation is influenced by other factors not included in the model, indicating the need for further exploration of additional determinants of employee performance in the healthcare sector.

Discussion of Findings

Job sharing and Employee's Performance of Private Hospitals in FCT.

The first objective of this study aimed to assess the effect of job sharing on employee performance in private hospitals in FCT. The results demonstrate that job sharing has a significantly positive effect on employee performance.

The practical implication of this finding is that job sharing can serve as an effective strategy for improving employee performance in private hospitals in FCT, Abuja. The positive beta coefficient ($\beta = 0.275$) and the statistically significant p-value (0.000) indicate that implementing job-sharing arrangements can enhance productivity and efficiency among healthcare workers. Since job sharing allows employees to distribute workloads, it can help reduce stress, prevent burnout, and improve job satisfaction, ultimately leading to better service delivery. Although the effect size ($f^2 = 0.090$) suggests a small impact, it remains meaningful, emphasizing that job-sharing policies should be considered as part of broader workforce management strategies. Hospital administrators can integrate structured job-sharing programs to maintain operational efficiency while accommodating employees' work-life balance needs. Additionally, policymakers in the healthcare sector can explore job-sharing models as a tool for retaining skilled professionals and addressing workforce shortages, thereby ensuring sustainable healthcare delivery.

The findings of this study are consistent with those of Fundi et al. (2023), Ogunribido et al. (2023), and Adeola and Fatimah (2022), who also identified a significant positive effect of job sharing on employee performance in their respective studies.

Job Autonomy and Employee's Performance of Private Hospitals in FCT.

The second objective of this study was to examine the effect of effect of job autonomy on employee performance in private hospitals in FCT. The result indicates that job autonomy has a negative insignificant effect on employee performance.

The practical implication of this result is that job autonomy, in the context of private hospitals in FCT, Abuja, does not significantly influence employee performance. Despite its theoretical potential to empower employees and foster job satisfaction, the findings suggest that job autonomy may have a minimal or even negative effect on performance in highly structured healthcare environments. The negative beta coefficient ($\beta = -0.103$) and the statistically insignificant p-value (0.172) indicate that granting employees more autonomy in this setting does not translate into improved performance. This could be due to the highly regulated nature of healthcare roles, where strict adherence to medical protocols and procedures often takes precedence over individual discretion. Hospital administrators may need to reconsider the emphasis placed on job autonomy and explore other factors, such as training, teamwork, or leadership styles, that may have a more direct impact on enhancing employee performance in healthcare settings.

This finding is consistent with the study by Mulu et al. (2023), which also reported a negative and insignificant effect of job autonomy on employee performance. However, it contrasts with the findings of Kwan-Woo (2022) and Biwott (2022), who identified a positive and significant impact of job autonomy on employee performance.

CONCLUSION AND RECOMMENDATIONS

This study examined the effect of flexible work options on employee performance in private hospitals in the Federal Capital Territory (FCT), Abuja, with a focus on job sharing and job autonomy. The findings revealed that job sharing has a significant positive effect on employee performance, suggesting that structured work-sharing arrangements contribute to improved productivity, efficiency, and work-life balance among healthcare professionals. Conversely, job autonomy exhibited a negative and insignificant effect on employee performance, indicating that within the healthcare sector, where structured protocols and standardized procedures are essential, increased autonomy may not necessarily translate to enhanced performance. Therefore, flexible work options have s significant effect on employee performance in private hospitals in the Federal Capital Territory (FCT), Abuja These results

provide valuable insights for hospital administrators and policymakers, emphasizing the need to implement flexible work arrangements that align with the nature of healthcare roles.

Based on these findings, these recommendations are made:

i. Private hospitals in FCT, Abuja, should actively implement and encourage job-sharing arrangements, particularly in roles that allow task division without compromising service quality. This can enhance work-life balance, reduce burnout, and improve overall productivity among healthcare professionals.

ii. Hospital administrators should ensure that autonomy is granted in a structured manner. Instead of full independence, hospitals can provide guided autonomy, where employees have some decision-making power within defined protocols. This approach can maintain operational efficiency while fostering a sense of ownership and motivation among staff.

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Appendix

	Job Sharing (JBS)	**SA**	**A**	**U**	**D**	**SD**
JBS1	Sharing responsibilities with colleagues improves our overall output					
JBS2	Job sharing arrangements help reduce my workload effectively					
JBS3	I can coordinate tasks smoothly with my job-sharing partner					
JBS4	Shared responsibilities lead to better quality of work					
JBS5	Job sharing helps maintain continuous service delivery					
	Job Autonomy (JOA)					
JOA1	I have freedom to decide how to organize my work					
JOA2	I can make independent decisions about my daily tasks					
JOA3	I have control over scheduling my work activities					
JOA4	I can choose the methods to complete my assigned tasks					
JOA5	I have discretion in prioritizing my work responsibilities					
	Employee Performance (EMP)					
EMP1	I consistently meet my work targets and deadlines					
EMP2	The quality of my work meets or exceeds expectations					
EMP3	I efficiently complete my assigned tasks					
EMP4	I contribute positively to my department's objectives					
EMP5	I maintain high standards in my work delivery					