

Influence of Work Schedule On Job Satisfaction Among Employees of Nasco Group, Jos North, Plateau State, Nigeria

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Abstract

*This study investigated influence of work schedules on job satisfaction among employees of NASCO Group, Jos North, Plateau State, Nigeria. Recognizing the critical role of employee well-being and productivity in organizational success, the research determined how different work schedule namely fixed, flexible, and shift schedules impact various dimensions of job satisfaction. A quantitative research design was employed, utilizing a structured questionnaire administered to 150 employees of NASCO using a **cross-sectional survey**, Job descriptive index (JDI), (Smith et al 1969) and Minnesota Satisfaction Questionnaire (MSQ). Weiss, et al 1967). Data collected was analyzed using descriptive statistics (frequencies, percentages, means, standard deviations) showing a significant difference in job satisfaction scores between the two groups. Employees on a fixed day schedule reported a higher mean job satisfaction score ($M = 4.21$, $SD = 0.68$) than employees on a rotating shift schedule ($M = 3.65$, $SD = 0.82$). The t -test result was statistically significant ($t(148) = 5.47$, $p < .001$). The inferential statistics (correlation and multiple regression analysis) ascertained the relationships and predictive power between work schedules and job satisfaction, indicating a positive and statistically significant correlation between work schedule flexibility and job satisfaction ($r = .482$, $p = .001$), while rigid or unpredictable shifts contributed to lower satisfaction levels with negative correlation between the number of hours worked per week and job satisfaction ($r = -.095$). The findings are anticipated to provide valuable insights for NASCO management, human resource practitioners, and policymakers in designing optimal work arrangements that enhance employee well-being, reduce turnover, and improve organizational performance within the Nigerian manufacturing context.*

Keywords: work schedule, job satisfaction, fixed schedule, flexible schedule, shift work,

Introduction

The evolving dynamics of the global labour market, driven largely by workforce, globalization, and neoliberal economic reforms, have fundamentally reshaped the nature of work. This transformation is apparent in the different sectors, where competitive pressures, technological demands, and constant production have normalized extended work hours, shift work, and nonstandard scheduling patterns (Elufioye et al., 2024). Work schedule is a critical determinant of employee productivity, motivation, and overall job satisfaction across various organizational contexts. Globally, there has been an increasing recognition of the impact of flexible and rigid work schedules on employee well-being and performance. According to the International Labour Organization (2022), organizations that provide work-life balance through flexible scheduling tend to report higher levels of employee satisfaction and reduced turnover. The shift from traditional 9-5 working patterns to more dynamic and employee-friendly work arrangements, including part-time work, compressed workweeks, remote working, and flextime,

is transforming how global organizations approach human resource management, (Van der Doef & Maes, 1999; Soucek, et al, 2024). Prolonged working hours often result in fatigue, sleep disturbances, and increased anxiety, which can lead to burnout (Arlinghaus & Nachreiner, 2010; Zakaria, et al 2023). Employees who work excessive hours tend to report lower levels of satisfaction with their work-life balance, leading to heightened stress and negative emotional outcomes (Friedman & Greenhaus, 2000; Hariri, et al, 2024).

In Africa, the concept of job satisfaction as influenced by work schedules is gaining attention amid socio-economic and labor challenges (Elufioye et al., 2024). Many African organizations still operate under rigid work systems that may not take into account the personal and family demands of employees. Studies conducted in countries like South Africa and Kenya have shown that employees working under flexible schedules report significantly higher satisfaction levels compared to those with inflexible routines (Munyua & Moronge, 2021). However, across many parts of Africa, including Nigeria, such practices remain limited due to structural constraints, organizational culture, and weak labor regulation enforcement.

Kabwe and Chisanga, (2024) reported that certain cultural norms in some African societies may emphasize strong work ethics and a willingness to dedicate significant time to one's employer, this can sometimes lead to employees feeling obligated to accept demanding work hours and schedules without complaint, even when it negatively impacts their wellbeing. In urban centers across Africa, congestion and long commuting times can further reduce available personal time, especially for those working irregular shifts or extended hours, this adds another layer of stress and fatigue to the daily lives of telecommunication professionals.

In Nigeria, work scheduling remains predominantly traditional in many industries, often failing to accommodate employee needs for balance between work and personal life. The country's labor market is characterized by long working hours, limited rest periods, and minimal consideration for employee preferences, particularly in the private sector. Research by Eze & Okafor (2020) on Nigerian organizations indicates a strong link between rigid work schedules and low job satisfaction, increased stress, and reduced employee commitment. As companies seek to enhance productivity and reduce turnover, there is growing interest in the role of work schedule structures in shaping employee attitudes and satisfaction levels. Similarly, industries such as manufacturing and services are major employers in Jos North Local Government Area, Plateau State. One prominent organization is the **Nasco Group**, a conglomerate engaged in manufacturing, marketing, and distribution of various consumer goods. The nature of work in manufacturing firms like Nasco often involves shift systems, long hours, and minimal flexibility, potentially affecting employee job satisfaction. Workers' perceptions of fairness in scheduling, control over work hours, and ability to harmonize work with personal obligations, play a vital role in determining their morale and output. Despite being a key employer in the region, limited academic attention has been given to how Nasco's work scheduling practices influence job satisfaction among its employees.

Given this context, this study examined the influence of work schedules on job satisfaction among employees in Nasco Group Company, Jos North, Plateau State. By exploring global best practices and comparing them to local realities, the research seeks to generate insights that can inform management practices aimed at improving employee satisfaction, retention, and overall productivity in the organization.

Statement of the Problem

Work schedule is a fundamental component of organizational structure that significantly affects employee job satisfaction, productivity, and well-being. Around the world, there has been a growing shift towards flexible work arrangements as a strategy to enhance job satisfaction and employee retention. However, in many developing countries, including Nigeria, the traditional fixed work schedule remains the norm, particularly in large manufacturing firms. This conventional system often does not take into account the diverse personal and social responsibilities of workers, which may negatively impact their motivation, health, and overall satisfaction. In Nigeria's labor landscape, issues such as long working hours, rigid shift systems,

limited rest periods, and lack of employee participation in scheduling decisions are common, particularly in the private sector. These challenges often result in increased stress, absenteeism, low morale, and high turnover rates. While several studies have explored job satisfaction in Nigerian organizations, limited attention has been given to the specific role of work scheduling, especially in the manufacturing sector where shift work is prevalent.

Nasco Group Company in Jos North, Plateau State, is a major player in Nigeria's manufacturing industry and a significant employer in the region. Despite its prominence, there is a noticeable gap in empirical research on how its work scheduling practices affect employee satisfaction. Workers at Nasco may be subjected to irregular shifts, extended working hours, or inflexible schedules, all of which can contribute to dissatisfaction if not well managed. Yet, there is insufficient data to confirm the extent of this influence or to identify which aspects of work scheduling most significantly affect employees' attitudes. The insufficiency of comprehensive research on this subject hinders the ability of management to make informed decisions about improving scheduling practices to enhance employee satisfaction. Therefore, this study seeks to investigate the influence of work schedules on job satisfaction among employees of Nasco Group Company in Jos North, Plateau State. By addressing this research gap, the study will contribute to a better understanding of the relationship between work arrangements and job satisfaction, and provide recommendations for creating a more productive and supportive work environment.

Research Hypotheses

To guide the investigation, the following hypotheses were proposed:

1. There is no significant relationship between the level of work schedule flexibility and job satisfaction among employees at NASCO.
2. Employees on fixed day schedules report significantly higher levels of job satisfaction than employees on rotating shift schedules.
3. The number of hours worked per week has no significant influence on job satisfaction among NASCO employees.

LITERATURE REVIEW,

The Concept of Work Schedules

Work scheduling in many African countries remains largely traditional, with fixed schedules and shift-based systems dominating the employment landscape, especially in the manufacturing, service, and public sectors. Structural constraints, such as limited access to technology, inadequate human resource policies, and rigid labor laws, often hinder the adoption of flexible work practices across the continent. For example, in Kenya and South Africa, while some private firms have begun to experiment with flexible scheduling, most organizations still maintain standard working hours with little regard for employees' personal or family responsibilities (Munyua & Moronge, 2021).

Research by Sharma et al, (2025) explores the detrimental effects of "technostress" on employee mental health, emphasizing the importance of establishing clear boundaries and promoting digital wellbeing practices. Organizations are beginning to implement policies such as designated "digital detox" periods and encouraging employees to disconnect outside of work hours to mitigate the negative impact of technology on psychological well-being PWB. The COVID-19 pandemic accelerated the adoption of remote work, and hybrid models are increasingly becoming the norm. This rigidity has been associated with high levels of job stress, low motivation, and reduced employee engagement. Studies have indicated that introducing even moderate scheduling flexibility can lead to significant improvements in job satisfaction across various sectors in Africa. (Marrone et al 2023).

Particularly in Jos North, Plateau State, work schedules are typically rigid and heavily influenced by the nature of employment in the area. Manufacturing companies like Nasco Group often rely on strict shift systems to maintain continuous production. These schedules may involve day, evening, and night shifts, and workers are frequently rotated without prior

notice or consideration for their personal circumstances. Such conditions can lead to fatigue, stress, and ultimately dissatisfaction among employees (Eze and Okafor 2020). Despite the socio-economic significance of firms like Nasco to the local economy, there is limited research or policy attention directed toward improving scheduling practices in ways that consider employee well-being. As such, work schedule remains a key area of concern in understanding job satisfaction and organizational effectiveness at the grassroots level.

Moreover, in Plateau, job satisfaction is shaped by socio-economic realities, organizational culture, and the structure of local industries. In companies like Nasco Group, which employ a significant portion of the local workforce, factors such as shift-based schedules, workload, supervisory relationships, and working conditions are crucial in determining how satisfied employees are. Many workers in Jos North face challenges such as long working hours, limited employee welfare, and low chances of promotion, all of which contribute to job dissatisfaction (Eze and Okafor 2020). However, where companies have implemented fair policies, provided incentives, and involved employees in decision-making, there have been marked improvements in morale and job satisfaction (Akinyemi & Igbokwe 2022). Job satisfaction is a universal concept with context-specific drivers and outcomes. While developed nations have made substantial progress in fostering high-satisfaction workplaces, many African and Nigerian organizations including those in Jos North still face structural and managerial challenges that limit employee fulfillment. Addressing these issues is vital for improving organizational performance and employee well-being at all levels.

Shift work refers to a work schedule system in which the hours of operation are divided into set periods commonly morning, evening, and night shifts to ensure continuous coverage of tasks, particularly in industries that require 24-hour operations. Globally, shift work is widely used in sectors such as manufacturing, healthcare, transportation, security, and hospitality. In developed countries like the United States, Germany, and Japan, shift systems are highly structured and regulated to minimize health risks and improve employee productivity. According to the International Labour Organization (2022), while shift work allows for uninterrupted business operations and better resource utilization, it also presents significant challenges, including sleep disturbances, chronic fatigue, and reduced job satisfaction if not well managed. Modern organizations in advanced economies have adopted strategies to mitigate the adverse effects of shift work, such as limiting consecutive night shifts, offering compensatory time off, and providing health support programs. These measures maintain employee well-being and performance. Studies have shown that where employees are consulted in the design of their shift patterns, job satisfaction and organizational commitment improves significantly (Robbins & Judge, 2019).

Furthermore, in Plateau State, shift work is commonly practiced in large manufacturing companies such as Nasco Group, which operates on a 24-hour production cycle. Employees are often assigned to rotating shifts morning, afternoon, or night to ensure continuous operation. While this system supports industrial efficiency, it may also present significant physical and psychological demands on workers. Report from employees in similar manufacturing settings in Plateau State indicate that irregular sleep patterns, inadequate shift allowances, and limited family time contribute to dissatisfaction and high turnover (Sharma et al, 2025). Additionally, limited research exists on how shift work specifically affects workers in the Jos North area, making it a critical area for investigation and policy improvement. Shift work remains a necessary operational strategy in many industries but must be carefully managed to balance organizational goals with employee health and satisfaction. While global practices increasingly emphasize regulation and employee input, many workplaces in Africa, and particularly Nigeria, still struggle with unregulated and rigid shift systems (Nigerian labour Law, 2025). For companies like Nasco Group in Jos North, reviewing and improving shift practices could lead to better employee morale, reduced fatigue, and improved productivity.

The concept of flexible work schedules is still in its infancy in Nigeria (Bello & Salihu 2023). Most organizations particularly in manufacturing, retail, and government adhere to strict,

inflexible work routines. However, some private firms, especially in the information and communication technology ICT, banking, and consulting sectors, have started to introduce flexible practices such as flextime and remote work. Yet, these options are often limited to senior or administrative staff, leaving the majority of workers in operational roles tied to rigid schedules (Bello & Salihu 2023). According to Eze and Okafor (2020), the lack of flexibility in work hours is a major source of job dissatisfaction among Nigerian employees. Factors such as traffic congestion in urban areas, family responsibilities, and health concerns make flexibility a critical issue in the Nigerian workforce.

In Plateau State, flexible scheduling is largely absent, especially in labor-intensive industries such as manufacturing. In companies like Nasco Group, which operate on a 24-hour cycle, employees are typically assigned to fixed or rotating shifts with little room for individual preference or adjustment. The absence of flexible scheduling in such environments may contribute to high stress levels, poor work-life balance, and low job satisfaction, particularly among employees with caregiving responsibilities or health issues. Given the changing nature of work and the increasing demand for work-life integration, the lack of flexible scheduling in Jos North represents a gap that organizations and policymakers need to address (Mahomed, et al 2023). Flexible scheduling is a globally recognized strategy for improving employee satisfaction, motivation, and organizational performance (Nigerian labour Law 2025). While developed countries have made significant progress in institutionalizing flexible work practices, many African and Nigerian organizations still operate with rigid scheduling systems. For firms like Nasco Group in Jos North, introducing elements of flexibility such as adjustable shifts, predictable schedules, or compressed workweeks could significantly enhance employee well-being and operational efficiency.

In addition, fixed schedules are the most common form of work arrangement, especially in the civil service, banks, retail chains, and manufacturing companies in Nigeria (**Daneshmandi et al., 2023**). Most workers report to duty during a fixed timeframe (typically 8 a.m. to 4 p.m. or 9 a.m. to 5 p.m.) with little to no flexibility. While this model is effective for maintaining discipline and aligning departmental tasks, it often fails to accommodate the diverse needs of employees. According to Eze and Okafor (2020), the rigidity of fixed schedules in Nigerian organizations contributes to employee dissatisfaction, especially among female workers and those with caregiving responsibilities. Additionally, poor infrastructure such as unreliable transportation and traffic congestion makes it difficult for many Nigerian workers to consistently meet the demands of fixed-hour jobs.

In Jos North, of Plateau State, fixed schedules are the standard practice in many formal organizations. In companies like Nasco Group, which operate under time-sensitive production systems, fixed or rotating shift schedules are strictly enforced to maintain efficiency. Employees are usually assigned specific hours and are expected to adhere strictly to them, often without the option to request changes or negotiate flexibility. While this ensures productivity, it can negatively affect employees' health, social life, and job satisfaction, particularly when work-life balance is not considered. The lack of employee participation in scheduling decisions further worsens perceptions of unfairness and may contribute to low morale and high turnover. Fixed schedules continue to be a widely used system for organizing work globally. While they offer structure and predictability, they are increasingly being reevaluated in light of changing workforce expectations (**Daneshmandi et al., 2023**). In Nigeria and particularly in local contexts like Jos North fixed schedules are still deeply embedded in organizational culture. However, there is a growing need to review these practices and incorporate a degree of flexibility to enhance employee satisfaction, reduce burnout, and improve overall performance.

Impact of Work Schedules on the Job Satisfaction

The impact of different work schedules on employee job satisfaction is a critical area of organizational research and practice, as it directly influences morale, productivity, turnover, and overall organizational performance. Globally, flexible work schedules such as flextime, compressed workweeks, and remote work have been consistently associated with higher levels

of job satisfaction. Employees with flexible schedules often report improved work-life balance, reduced stress, and greater autonomy, which enhances their emotional and psychological commitment to their jobs (Nguyen & Nguyen, 2020). According to the International Labour Organization (2022), flexibility in scheduling not only contributes to employee well-being but also boosts retention and engagement, particularly in knowledge-driven industries.

In contrast, rigid or fixed work schedules, though traditional and widely used, have mixed effects on job satisfaction. While they offer structure and predictability especially beneficial in administrative and institutional settings they may also restrict personal freedom and contribute to work-life imbalance. Robbins and Judge (2019) argue that when employees are not given the flexibility to adjust their work hours based on personal needs or family responsibilities, dissatisfaction, absenteeism, and reduced motivation are likely outcomes. This is particularly evident among workers who must commute long distances or manage caregiving duties alongside work.

Shift work, which is common in industries such as manufacturing, healthcare, and security, presents its own unique challenges. Rotating shifts, night duties, and irregular work patterns can severely disrupt circadian rhythms, impair social life, and reduce job satisfaction. Munyua and Moronge (2021) found that employees on night shifts frequently experience higher stress levels, fatigue, and lower psychological well-being compared to their daytime counterparts. Moreover, when shifts are assigned without employee input, perceptions of unfairness may arise, further diminishing satisfaction and loyalty. In Nigeria, Eze and Okafor (2020) reported that many employees working under rotating shift systems in the manufacturing sector such as those in Jos North's Nasco Group express dissatisfaction due to health issues, fatigue, and lack of personal time.

Furthermore, excessive reliance on mandatory overtime and weekend work, often seen in fixed or shift-based scheduling systems, exacerbates stress and dissatisfaction, even when financial incentives are provided. Workers may appreciate the extra income but feel overwhelmed by the loss of rest time, leading to burnout and decreased long-term productivity (Adeniji et al., 2018). In contrast, organizations that involve employees in the scheduling process and provide options for shift swapping or flexible hours tend to report higher satisfaction levels. Thus, the type of work schedule implemented whether fixed, flexible, or shift-based has a profound impact on how employees perceive their jobs and the organization at large. Flexible schedules are generally more favorable for enhancing job satisfaction, while rigid and shift-based schedules, especially when poorly managed, can have detrimental effects. In contexts like Nigeria, where economic pressures and operational demands often override employee-centered policies, understanding and addressing the impact of work scheduling on job satisfaction is essential for improving worker well-being and organizational performance.

The Strategies to Improve Work Schedule Structures in order to Enhance Employee Job Satisfaction at Nasco Group.

Incorporating flexible work arrangements such as staggered start times, compressed workweeks, or flextime can help employees better manage work-life balance. For example, allowing some employees to start earlier or later within a fixed bandwidth (e.g., 7:00 a.m.–10:00 a.m. start window) could reduce stress and improve punctuality. Flexibility promotes autonomy and accommodates individual needs, which enhances satisfaction and organizational commitment (Nguyen & Nguyen, 2020). Employees should be involved in scheduling decisions, especially in the rotation of shifts. Conducting surveys or feedback sessions to understand worker preferences can help develop fairer and more acceptable rosters. When employees feel their voices are heard, they are more likely to engage positively with the work schedule and perform better (Robbins & Judge, 2019).

Unpredictable or frequently changing shifts can lead to fatigue and disruption of personal life. Implementing a stable, pre-planned rotation system with adequate rest between night and day shifts will minimize stress and improve satisfaction. Employees should be given advance notice of shift changes to allow proper planning. To prevent burnout, Nasco should enforce

mandatory rest periods between shifts and ensure employees are not scheduled for back-to-back shifts without adequate downtime. Research shows that fatigue from poor rest contributes significantly to poor performance, absenteeism, and job dissatisfaction (International Labour Organisation, 2022). Providing monetary incentives or non-cash rewards for employees working night shifts, weekends, or holidays can increase motivation and satisfaction. Recognizing the extra effort and sacrifice involved in these schedules creates a sense of fairness and appreciation.

For administrative and managerial roles that do not require physical presence in the factory, hybrid work arrangements (a mix of on-site and remote work) could be tested. This modern approach, though not feasible for all roles, aligns with global trends and promotes flexibility and satisfaction (International Labour Organisation, 2022). Nasco should institutionalize a process for regularly reviewing its scheduling system by collecting feedback through surveys, town hall meetings, or HR audits. This feedback can guide management in identifying problems early and adapting schedules in a timely and inclusive manner (Adeniji et al., 2018).

To mitigate the health impact of shift work, Nasco can introduce on-site wellness programs, sleep management education, or subsidized medical checkups for shift workers. Supporting the health of employees not only enhances satisfaction but also reduces long-term health costs and absenteeism. Management must ensure transparent, equitable scheduling practices that prevent favoritism and reduce perceived bias. Clear communication about why certain employees are scheduled for particular shifts helps build trust and accountability within the organization (Munyua & Moronge, 2021). Line managers and supervisors should be trained in schedule planning with empathy, emphasizing fairness, health considerations, and work-life balance. Empowered supervisors who understand and respect employee needs can foster a healthier work environment. For Nasco Group to improve employee job satisfaction through better scheduling practices, it must shift from rigid, management-centered systems to inclusive, flexible, and health-conscious scheduling structures. These strategies not only align with global labor trends but are also essential for reducing burnout, increasing morale, and improving overall organizational performance.

METHODOLOGY

Design

This study adopted a **cross-sectional survey research design** using a quantitative approach. This design is appropriate because it allowed the researcher to collect data from a sample of the population at a single point in time, describing and identifying relationships between variables (Creswell & Creswell, 2018). It is cost-effective and efficient for measuring the current state of job satisfaction and its correlation with different work schedules within NASCO Company. The design is both **descriptive** (describes the levels of job satisfaction), and **correlational** (examines the relationship between the independent variable like work schedule, and the dependent variable like job satisfaction).

Participant

The target population for this study consisted of **150** full-time employees of NASCO Company in Jos, Plateau State. This includes staff from various departments such as Production, Administration, Quality Control, Sales, and Logistics. The number of participants selected from each stratum was proportional to the size of that stratum in the overall population. Within each stratum, simple random sampling was used to select the individual participants. This ensured a representative and an unbiased sample.

Instruments

Data was collected using the questionnaire which was divided into two sections: section A was on Job satisfaction which was measured using the Job Descriptive Index (JDI) which assesses satisfaction with various aspects of the job (Smith et al., 1969). Section B had adapted version of the Minnesota Satisfaction Questionnaire (MSQ) (Weiss et al., 1967).

The *Job descriptive index (JDI)*, by Smith et al (1969) contains 15 items and was scored on a five-point Likert scale of :1- Strongly disagree to 5- Strongly agree. The scale was given to two

professionals in this field for face validity. To ascertain the internal consistency and validity of the scale, it was subjected to a pilot study involving 60 personnel drawn from Federal Polytechnic Kaltungo Gombe and Plateau State Polytechnic Barkin Ladi. The data analysis yielded an overall Cronbach's alpha coefficient of .87, which exceeded Nunnally's (1978) minimum internal consistency criterion of .70. The corrected item totals ranged from .33–0.75, indicating that the scale items are validly measuring the same construct. The norm for the scale is 50.06. Scores higher than the norm indicated high employee intentions, whereas scores lower than the norm indicated low turnover intentions.

The second scale was designed to describe employee perceptions about the extent to which an organization is willing to reward greater efforts by the employee because the organization values the employees' contribution and cares about their wellbeing. The response options were **1 = Very Dissatisfied 2 = Dissatisfied 3 = Neutral (Neither Satisfied nor Dissatisfied) 4 = Satisfied 5 = Very Satisfied**. Items 1, 2, 3, 5, 6 reflect **intrinsic satisfaction**, whereas items 7, 8, 9, 10, 11, 12, 13 were for **extrinsic satisfaction**. The researcher validated the scale through a pilot study using 100 workers drawn from the Ministry of Works, Education and Sports. Using the split half method, a reliability of .73 was obtained, and the validity coefficient was .48 with the scale norm of 63.05. reconcile

Results

This presents findings derived from the data collected from employees at NASCO Company. The primary objective was to analyze the relationship between work schedules and job satisfaction. It then proceeded to the inferential analysis, where the three null hypotheses formulated for this study were tested using the Statistical Package for the Social Sciences (SPSS) Version 25.0. A total of 150 copies of the questionnaire were distributed, and all were returned and deemed usable, representing a 100% response rate for the selected sample.

The demographic characteristics of the 150 respondents provides a descriptive overview of the sample, including department, work schedule type, gender, and years of service, ensuring the sample's representativeness as outlined by the stratified random sampling technique. The demographic data reveals that the majority of respondents (53.3%) work in the Production department, which aligns with the typical structure of a manufacturing company. 60% of the sample are on a fixed day schedule, while 40% work rotating shifts. The sample is predominantly male (63.3%), and the largest group of employees (41.3%) has been with the company for 6-10 years, indicating a mix of both new and experienced staff.

Hypothesis 1; There is no significant relationship between the level of work schedule flexibility and job satisfaction among employees at NASCO.

Variables	N	Pearson's r	p-value	Decision on H ₀₁
Work Schedule Flexibility	150			
Job Satisfaction	150	.482	.001	Reject

The results in Table 1 show a positive and statistically significant correlation between work schedule flexibility and job satisfaction ($r = .482$, $p = .001$). Since the p-value (.001) is less than the alpha level of 0.05, the null hypothesis is rejected. This indicates that there is a significant positive relationship between the two variables; as employees perceive their work schedule to be more flexible, their level of job satisfaction tends to be higher.

Hypothesis 2; Employees on fixed day schedules report significantly higher levels of job satisfaction than employees on rotating shift schedules

Table 2: Independent Samples t-test for Job Satisfaction by Work Schedule Type

Group	N	Mean (Satisfaction)	Std. Deviation	t-value	df	p-value (2-tailed)	Decision on H ₀
Fixed Day Schedule	90	4.21	0.68	5.47	148	<.001	Reject
Rotating Shift Schedule	60	3.65	0.82				

The results presented in Table 2 reveal a significant difference in job satisfaction scores between the two groups. Employees on a fixed day schedule reported a higher mean job satisfaction score ($M = 4.21$, $SD = 0.68$) than employees on a rotating shift schedule ($M = 3.65$, $SD = 0.82$). The t-test result was statistically significant ($t(148) = 5.47$, $p < .001$). Therefore, the null hypothesis (that there is no difference) is rejected. The data supports the alternative hypothesis that employees on fixed day schedules have significantly higher job satisfaction.

Hypothesis 3: The number of hours worked per week has no significant influence on job satisfaction among NASCO employees.

Table 3: Pearson Correlation between Hours Worked per Week and Job Satisfaction

Variables	N	Pearson's r	p-value	Decision on H ₀
Hours Worked per Week	150			
Job Satisfaction	150	-.095	.248	Fail to Reject

The analysis in Table 3. shows a very weak, negative correlation between the number of hours worked per week and job satisfaction ($r = -.095$). The p-value (.248) is greater than the significance level of 0.05. Therefore, we fail to reject the null hypothesis. This result indicates that there is no statistically significant relationship between the number of hours an employee works per week and their job satisfaction level within this sample at NASCO.

Discussions

The first major finding of this study was the rejection of the null hypothesis H₀ 1, revealing a moderate positive relationship ($r = .482$) between work schedule flexibility and job satisfaction. This indicates that as employees perceive greater control and flexibility over their work hours, their satisfaction with their job increases. This finding is consistent with a large body of organizational behavior literature. It supports the Job Demands-Resources (JD-R) theory, which posits that job resources such as autonomy and schedule flexibility help buffer the negative effects of job demands, leading to positive outcomes like higher engagement and satisfaction (Daneshmandi et al., 2023). This theoretical perspective is supported by empirical research emphasizing the central role of autonomy and control in fostering job satisfaction. For example, Daneshmandi et al. (2023) identify job satisfaction as a significant predictor of positive individual and organizational outcomes, noting that job resources including control over work conditions buffer stress and improve both well-being and innovation.

Moreover, Kuutila et al. (2024) highlight the importance of work-life balance, which is often enabled by flexible scheduling, as a key antecedent of job satisfaction in knowledge-intensive industries such as software development. Their structural equation modeling demonstrates

that work-life balance and job quality are the strongest predictors of job satisfaction, reinforcing the assertion that flexibility and control are critical to employee contentment. Similarly, Bhatia and Williams (2023) suggest that while working hours matter, the ability to shape one's schedule and the nature of the work itself often have a more pronounced effect on satisfaction than mere quantitative measures such as hours worked.

The NASCO findings thus confirm a growing scholarly consensus: schedule flexibility is not only a desirable job resource but also a lever for improving satisfaction, innovation, and retention. This is particularly salient in contemporary organizations where technological change and increased demands for adaptability make flexibility both a practical and psychological necessity (Daneshmandi et al., 2023).

The second key finding shows, significantly higher job satisfaction among employees on fixed day schedules compared to rotating shift workers further underscores the importance of predictability and stability in work scheduling. The negative implications of rotating shifts, including circadian rhythm disruption and challenges in managing personal and family commitments, have been widely documented (Reyne-Pugh et al., 2020; Bhatia & Williams, 2023). Reyne-Pugh et al. (2020) focus on the physical environment but similarly note that stability and predictability in work conditions, including environmental factors, are crucial for comfort and satisfaction. Bhatia and Williams (2023) extend this argument by identifying the working environment including schedule predictability as a top-ranked determinant of job satisfaction. Their application of multi-criteria decision-making approaches in educational settings found that employees' ability to anticipate and organize their work and non-work lives meaningfully influences their satisfaction levels. This is echoed by Kuutila et al. (2024), whose findings suggest that job embeddedness a concept encompassing the fit and links to one's workplace and community is fostered by workplace stability and predictability, which, in turn, reduce turnover intentions. The evidence thus converges: while flexibility enables control, predictability allows for planning and the maintenance of social and family relationships both are essential for optimizing job satisfaction. The NASCO study's robust statistical support for this relationship ($t(148) = 5.47, p < .001$) further validates the literature's emphasis on the salience of schedule design beyond mere flexibility.

Perhaps one of the more nuanced findings of this study was the failure to reject the third null hypothesis, H₃. The analysis showed no significant relationship between the number of hours worked per week and job satisfaction, contrary to the persistent assumption that long working hours inherently erode job satisfaction, the NASCO study observed no significant relationship between weekly hours worked and job satisfaction. This result is consistent with a nuanced body of research that distinguishes between the quality and quantity of work time. For instance, Bhatia and Williams (2023) found that while working hours are relevant, they are often outranked by other factors such as the work environment, peer relationships, and perceived autonomy. Kuutila et al. (2024) similarly report that job satisfaction and retention in the software sector are more strongly influenced by job quality and work-life balance supports than by the sheer number of hours worked. Their findings indicate that, within normative ranges, working hours do not predict satisfaction as robustly as do schedule flexibility, organizational justice, and job embeddedness. This is further corroborated by Daneshmandi et al. (2023), who argue that psychosocial factors such as empowerment, innovation climate, and perceived support are more critical than workload metrics in determining satisfaction. These results collectively suggest that, particularly in contexts where employees' total hours are within standard full-time ranges, the structure and context of those hours how predictable, flexible, and manageable they are matter much more than their sum total. Therefore, managerial efforts to enhance job satisfaction should focus less on reducing hours and more on optimizing the qualitative aspects of work schedules.

The synthesis of NASCO's findings with current scholarship yields important directions for organizational policy and research. First, organizations should prioritize the design of flexible yet predictable work schedules, recognizing that both autonomy and stability are integral to

job satisfaction. Second, interventions aimed solely at reducing work hours may be insufficient; instead, attention should be directed toward enhancing employees' control over their schedules and minimizing the disruptive effects of shift work.

Conclusion

The NASCO study's principal findings that work schedule flexibility and predictability are key drivers of job satisfaction, while hours worked per week are not as robustly supported by recent research in organizational behavior. The literature converges on the importance of autonomy, stability, and holistic environmental considerations in shaping employee satisfaction and, by extension, organizational outcomes.

Conversely, the number of hours worked per week did not emerge as a significant factor. The insights from this research provide a clear, evidence-based direction for NASCO's management to enhance employee well-being and satisfaction through strategic improvements in work scheduling policies. Focus on qualitative improvements to work scheduling and the broader work environment rather than merely quantitative adjustments. Such a strategy is not only likely to improve job satisfaction but also to foster innovation, retention, and sustained organizational success.

Recommendations

- 1 **Implement and Expand Flexible Work Schedule Policies;** The study identified a significant moderate positive relationship ($r=.482$) between work schedule flexibility and job satisfaction. This is the strongest actionable finding and presents a clear opportunity for organizational improvement. To leverage this, NASCO should:
 - Introduce Flextime Options:** Implement a flextime policy that allows employees, where operationally feasible, to choose their start and end times around a set of core hours (e.g., 10:00 AM to 3:00 PM). This grants employees autonomy to manage personal appointments, family needs, and commute times, directly addressing the work-life balance benefits highlighted in the findings.
 - Explore Compressed Workweeks:** Pilot a compressed workweek program (e.g., four 10-hour days) in select departments. This provides employees with an extra day off each week, which can significantly enhance their sense of well-being and control over their personal time.
 - Formalize a Remote/Hybrid Work Policy:** For roles that do not require a constant physical presence, establishing a formal policy for one or two remote workdays per week would serve as a powerful job resource, aligning with the Job Demands-Resources (JD-R) model.
- 2 **Re-evaluate and Minimize the Use of Rotating Shift Schedules:** The second key finding demonstrated that employees on fixed day schedules have significantly higher job satisfaction than those on rotating shifts. The disruptive impact of rotating schedules on employees' physical health and personal lives is a critical point of friction that must be addressed. Therefore, NASCO is advised to. **Transition to Fixed Shifts;** Conduct an operational review to identify all roles currently utilizing rotating shifts and assess the feasibility of transitioning them to fixed schedules (e.g., permanent day, evening, or night shifts). While this may present logistical challenges, the study's robust findings ($p < .001$) suggest the return on investment in terms of employee satisfaction and stability would be substantial. **Improve Predictability if Rotation is Unavoidable;** In situations where rotating shifts are operationally essential, management should prioritize predictability and employee input. This could involve implementing slower, more predictable rotation patterns (e.g., monthly instead of weekly) and providing schedules much further in advance. **Offer a Shift Premium;** Consider introducing or increasing differential pay for employees on rotating shifts to acknowledge the greater personal and physiological demands of this work type. While not a substitute for schedule stability, it can serve as a mitigating factor.

- 3 **Prioritize Initiatives on Schedule Quality Over Quantity:** The nuanced finding that the number of hours worked had no significant impact on job satisfaction is strategically important. It indicates that company resources aimed at improving employee well-being would be misallocated if focused solely on reducing total work hours by a small margin. **Focus Resources on Autonomy and Predictability:** Management should direct its attention and budget towards implementing the first two recommendations increasing flexibility and reducing rotation rather than pursuing initiatives like a 38-hour workweek. The data clearly shows that the *quality* and *design* of the schedule are what matter most to NASCO employees. **Train Managers on Schedule Design:** Equip frontline managers with the training and tools necessary to implement flexible scheduling within their teams. Managerial support is crucial for the successful adoption of new policies that empower employees with greater control over their work time.

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