

**EFFECT OF WORKPLACE FLEXIBILITY ON EMPLOYEES' PERFORMANCE: A STUDY
OF FEDERAL AIRPORTS AUTHORITY OF NIGERIA, ABUJA**

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DOI: <https://doi.org/10.70118/ajbam-01-2026-010>

ABSTRACT

This study examined effect of workplace flexibility on employees' performance in Federal Airports Authority of Nigeria (FAAN) Abuja. Utilizing a survey research design, the population of the study consists of 347 staff of FAAN; data were collected through structured questionnaires distributed to 186 employees. Descriptive statistics summarized respondents' demographics, while multiple regression analysis was employed to test the study's hypotheses. The results revealed a strong positive relationship between the two variables of workplace flexibility and employees' performance, with R value of 0.673 and R^2 of 0.454, indicating that 45.4% of the variance in performance is explained by the combined effect of the workplace flexibility. All predictors: shift working arrangements and flexi time were statistically significant, confirming their positive contributions affirming that each workplace flexibility has a significant effect on FAAN. It was concluded that shift working arrangements and flexi time lead to lower levels of stress, better work-life balance and increase morale amongst employees which in turn results in job satisfaction, higher productivity and better performance. The study recommended that the management should consider giving the staff flexibility on shift working arrangements and flexi time that could be adjusted according to the preferences of the employees when to start and end their roles so that their performance can be improved and achieve organization goals

Keywords: Flexibility, Shift Working Arrangements, Flexi Time, Employee Performance.

1.0 INTRODUCTION

Employees need a comfortable environment for high performance. Flexi work system arrangements are tailored according to the type, line and structure of the organization. The workplace flexibility makes employees to be satisfied and reduces job turnover (Kiprono, 2018). Flexible working arrangements are actually emerging issues in human resource management field. The world is becoming a global village; hence as an employee in any organization the balance between personal life and work responsibilities should not be ignored, if the employee performance is to be achieved. Employee performance encompasses the cognitive, physical, and emotional commitment of individuals in their job roles,

which tends to increase when they perceive their work as meaningful.

There was a growth of flexible working practices in organizations in Brazil, however, there is no official law regarding remote working or flexible working hours, which may generate uncertainty for organizations implementing those practices, (Neto, 2020). Germany has a well-established short-term work schedule and hence the staff were not affected by the COVID 19 crisis (Betcherman et al., 2020). Workers who worked from home saved on commuting costs, satisfied with salaries paid and the companies saved on operations costs which had a significant effect on profitability (Adams-Prassl, Boneva, Golin & Rauh, 2020). More so, most employers in

China allow for flexible work arrangement in the work place. The staff are allowed to suggest their suitable work location and work hours to balance work and life.

Essentially, the idea of workplace flexibility is a phenomenon that has become trendy in Africa. The availability of flexible working options is more in demand because there are more dual-earner couples, women and single-parent families, as well as those who have geriatric care responsibilities, in the workplace. In Zimbabwe, due to Covid-19 pandemic, the government compelled their education sector to embrace the flexible work arrangements strategy to reduce the spread of the virus (Muchowe, Mawonde, & Pande, 2021). According to the 2010 Global Report on Flexible Work Arrangements by International Labor Organizations, Nigeria has one of the highest prevalences of long working hours (more than 48 hours per week) (Wesamba, Mamuli & Eshiteti, 2021). Workplace flexibility has received considerable attention in academic discuss as well as operations of organisations in Nigeria for a number of decades now. The perception has been severally used in service and manufacturing organizations like textile, hotels, petroleum and health related organizations (Osisioma., Nzewi & Ifechi, 2015). Flexible work arrangements in many Nigerian organizations have been encouraged and challenged by rapid technological improvement. It has been adopted by many Nigerian organizations including hospitals as a policy but their implementations still remain worrisome. Workplace flexibility arrangements as a means of enhancing performance among Nigeria's aviation sector have largely focuses on job sharing and contract working while other aspects of workplace flexibility are indirectly ignored. Hence, this has prompted the investigation of the relationship between workplace flexibility and performance of the employees in Federal Airports Authority of Nigeria, Abuja.

Statement of the Problems

Workplace flexibility has increasingly been recognized as a critical factor in enhancing employees' performance, particularly in modern organizations striving to balance operational efficiency with employee well-being. Flexible work arrangements, such as

shift working and flexi-time, are designed to empower employees by allowing them to manage their schedules effectively, thereby improving productivity, job satisfaction, and overall organizational performance (Hill et al., 2022; Gajendran & Harrison, 2021). Globally, organizations like Google, Microsoft, and Deloitte have implemented flexible work policies, resulting in higher employee engagement, reduced turnover rates, and improved performance metrics. These organizations have demonstrated that when employees are given autonomy over their work schedules, they are more likely to align their efforts with organizational goals, fostering a culture of trust and accountability.

However, in practice, the implementation of workplace flexibility remains a challenge for many public sector organizations, including the Federal Airports Authority of Nigeria (FAAN) in Abuja. Despite the growing emphasis on flexible work arrangements, FAAN continues to grapple with rigid operational structures that limit employees' ability to adapt their schedules to personal and professional needs. This rigidity has been linked to declining employee performance, low morale, and high absenteeism rates (Adeyemi & Ogunlana, 2023). For instance, recent reports indicate that employees at FAAN often face challenges balancing work-life demands due to fixed shift schedules and limited access to flexi-time options, which negatively impact their productivity and job satisfaction (National Bureau of Statistics [NBS], 2023). Specifically, there is limited empirical research on the effect of workplace flexibility on employees' performance in Nigerian public sector organizations. Existing studies tend to focus on broad organizational reforms without delving into specific interventions like shift working arrangements and flexi-time (Okafor & Nwachukwu, 2022). Furthermore, the interplay between workplace flexibility and social media use a potential moderator of employee performance remains underexplored in the context of Nigerian organizations.

Given the identified gaps in literature and the practical challenges faced by FAAN, this study seeks to examine the effect of workplace flexibility specifically shift working arrangements and flexi-time on employees'

performance in the Federal Airports Authority of Nigeria, Abuja.

Research Questions

1. What is the effect of shift working arrangements on employee performance in FAAN, Abuja?
2. How has flexi time affects employee performance in FAAN, Abuja?

Objectives of the Study

The main objective of the study is to assess the effect of workplace flexibility on employees' performance in the Federal Airports Authority of Nigeria, Abuja. Other specific objectives are;

1. To examine the effect of shift working arrangements on employee performance in FAAN, Abuja.
2. To evaluate the effect of flexi time on employee performance in FAAN, Abuja.

Research Hypotheses

H₀₁: Shift working arrangements do not have significant effect on employees' performance in Federal Airports Authority of Nigeria (FAAN), Abuja.

H₀₂: Flexi time do not have significant effect on employees' performance in Federal Airports Authority of Nigeria (FAAN), Abuja.

2.0 LITERATURE REVIEW

Conceptual Review

Workplace Flexibility

Flexible work patterns were in practice as early as the 1960s and continued to evolve, becoming more prevalent among companies, which led to them being a prominent research topic by the early 1980s. This evolution into contemporary workforce trends like part-time work, shift work, and job-sharing was driven by demographic changes (OECD, 1995; Choudhary et al., 2016). Notable examples of workforce diversity include individuals with family responsibilities, higher-income earners advocating for more flexible work arrangements, and a rise in working women and entrepreneurs. Additionally, the demands from unions for higher wages and shorter workweeks, along with increased consumer spending leading to longer operating hours, have all influenced new working methods and labor trends, necessitating employees to work overtime and outside typical nine-to-five hours

(Reilly, 2000; Choudhary et al., 2016). Both labor unions and the government have played a role in transforming working conditions. For instance, in the UK, legislation was enacted allowing anyone not just parents and caregivers to request flexible working arrangements after being employed for at least 26 weeks (Pyper, 2018).

Flexibility encompasses a variety of options that allow employees to choose when and where they perform their work and related tasks, aligning with their personal arrangements (Weideman & Hofmeyr, 2020). According to Taylor (2019), flexibility in a workplace can differ into two main ways: Structural flexibility: involves the type of contract an organization offers to its employees and its structure within departments and hierarchies. Structural flexible organizations offer employees a diverse contractual arrangements basis, and a flexible working location and hours, while inflexible organizations have a traditional culture of hierarchy and an equal set of terms and conditions for all employees. However, cultural flexibility is related to an organization's beliefs, attitudes, and values, being a strategic engagement tool. Culturally flexible organizations provide plenty of flexible working arrangements to their employees, such as flexible working hours, flexible working locations, and flexible options to annual leave, aiming to increase their performance and engagement. Even though employees can be resistant to work-related changes, including their opinions and views towards greater flexibility can be essential to their trust and commitment. From then on, the more flexible an organization becomes, the more employees will accept and appreciate changes (Taylor, 2019).

Shift Working Arrangement

Shift work represents a specific model of the organization of working time in which workers alternate regularly in certain work shifts, which allows the organization more or less continuous operation by extending the organization's operating hours beyond the working time of individual workers (Li et al., 2021). The system of shift work may include fixed shift designs, in which a group of workers always work the same shift, or rotating shift designs, in which workers work

shifts varying regularly over time according to the shift work schedule (Togo et al., 2022). By its nature, shift work requires late or night work and weekend work for some workers, particularly if the organization is operating non-stop 24 hours a day, 7 days a week (James et al., 2017). Shift work is traditionally designed in three eight-hour shifts (early/late/night) or two twelve-hour shifts (day/night). In three eight-hour shifts, the first group of shift workers may work during the morning and early afternoon (e.g., 06:00-14:00), the second group of shift workers may work during the late afternoon and evening (e.g., 14:00- 22:00), and the third group of shift workers may work during the night (e.g., 22:00-06:00). Similarly, in two twelve-hour shifts, the first group of shift workers may work from morning to evening (e.g., 06:00-18:00) and the second group of shift workers may work from evening to morning (e.g., 18:00-06:00). The shift work design varies with the legal framework of a country and the operational requirements of individual organizations (Adams et al., 2019).

Flexi-Time

Kipkoech (2018) found that giving workers the option of flexible hours generates a progressive effect on their work. Therefore, workers are to select flexible work times and locations that accommodate their preferences, fostering a sense of ease that may positively influence their performance. Additionally, Ngari (2019) affirms that flex-time provides employees with the flexibility to organize their work, which boosts their productivity. In any case, work-life equilibrium is improved through the adoption of flexible schedules in work arrangements, together with but not limited to; teleworking, employee job sharing, compressed work hours, and shift work. To foster performance, organizations should incorporate flex-time arrangements into their policies.

Furthermore, Ahmad et al. (2023) have established that employee commitment is substantially enhanced when the employer facilitates flexible working hours. On the contrary, skilled personnel perceive flexible work hours as a means to gain a competitive edge, and this perception subsequently influences their job routine (Bukhari et al., 2018). Therefore, Mwebi and Kadaga (2015)

endorse that flexible working time has an assenting upshot on employee work output.

Relationship between Workplace Flexibility Practices and Employee Performance

Numerous studies have explored the connection between work-life balance and employee performance. Abdirahman (2018) investigated how work-life policies influence employee performance and job satisfaction, revealing that each policy independently predicts both performance and job satisfaction. In a similar vein, Soomro, Breiteneker, and Shah (2018) examined the effect of work-life balance on productivity, focusing on how promoting work-life balance could potentially decrease absenteeism and employee turnover. Their findings established a relationship between work-life balance practices and reduced employee turnover.

Furthermore, a study conducted by Dibua, Nosike, and Oburoh (2021) analyzed the impact of work-life balance practices on employee job performance, supporting the conclusions of previous research regarding this relationship. Tavares, Santos, Diogo, and Ratten (2020) noted that flexible work arrangements are policies that assist individuals in managing work-related duties alongside personal responsibilities. Gragnano, Simbula, and Miglioretti (2020) highlights the importance of work-life balance for the overall well-being of employees. Personal life conflicts can hinder an employee's productivity at work, even for those fortunate enough to maintain a work-life balance. Haar and Brougham (2020) performed a study in New Zealand focusing on flexible working arrangements and their impact on employee performance, utilizing a correlation research design. Their findings indicated that flexible working arrangements positively influenced employee performance and significantly reduced instances of work-life balance conflicts. They argued that when employees can establish a work arrangement that offers them the freedom to address personal and family matters, it reduces stress and enhances work-life balance.

Employee Performance

The principal stake to the sustainability and survival of any organization is its performance (Ndofor & Priem, 2011). It is the result from a

conventional organizational undertaking over time that demonstrates the foundational basis for establishing the degree to which an organisation has been able to attain its set goals (Richard et al., 2009). Taouab and Issor (2019) assert that performance is a collection of financial and non-financial metrics that indicate the extent of achievement of objectives and results.

Employee performance remains a critical concern for all types of organizations, whether for-profit or non-profit (Adubasim et al., 2018). However, the definition, conceptualization, and measurement of performance have proven to be complex topics (Wentzel, 2022). Employee performance reflects the behaviors and actions of employees that contribute to the organization's objectives. Consequently, Hendri (2019) argues that job performance arises from the perception that employees hold regarding the importance of their roles in achieving organizational aims. Hartnell, Karam, Kinicki, and Dimotakis (2020) support the idea that employee performance is greatly affected by training and development, highlighting the necessity for both employees and management to prioritize personnel training to enhance the skill level of the workforce, which in turn enables these workers to perform at their best for the organization. Aziz-Ur-Rehman and Siddiqui (2019) assert that employee performance is crucial for organizational growth and profitability, noting that management's understanding of employee satisfaction and its relationship to work schedules and daily tasks significantly influences performance. According to Hu, Yan, Casey, and Wu (2021), employees should aim to meet the performance standards established by the organization to ensure the quality of their work. However, for employees to reach their full potential and meet organizational goals, they require a supportive work environment free from obstacles that could hinder their performance.

Theoretical Review

Self-Determination Theory

Self-determination theory, formulated by Deci and Ryan (1985), posits that individuals possess three fundamental psychological needs: relatedness, competence, and autonomy. These needs act as drivers for

personal growth, with autonomy being the primary focus of this study. Autonomy refers to the ability to make personal choices in decision-making, fostering the sense that one is in control of their actions. Experiencing autonomy involves having the freedom to express oneself without external constraints. Employees are often motivated to seek flexible working arrangements, such as temporary contracts, as these options can enhance productivity and promote innovation, ultimately leading to greater job satisfaction. Autonomy encompasses both independence and the capacity to make personal decisions. When individuals are given choices, can manage their own actions, and feel that their emotions are recognized by others, their sense of autonomy increases (Martela & Reikki, 2018).

Empirical Review

Ogunribido, Faloye, and Ihinmoyan, (2023) aim to explore the relationship between job sharing and organizational performance in micro and small-scale enterprises in Ondo State. They collected data using questionnaires from 324 respondents, including both owners and employees of the selected enterprises. The data analysis involved both descriptive and inferential methods, employing the Statistical Package for the Social Sciences (SPSS 24). A simple linear regression model was developed for the inferential analysis of their research objective. The results indicated that job sharing significantly influenced employee performance. Consequently, it was recommended that micro and small businesses in Ondo State implement job-sharing practices to improve their performance.

Florence, Amah, and Okocha, (2021) investigated how job satisfaction influences organizational performance within telecommunication companies in Port Harcourt. Utilizing a survey research design, the study focused on a population of 115 management staff from four telecommunication firms in the area. By applying the Taro Yamane sample size determination formula, the researchers established a sample size of 88, from which 85 completed questionnaires were collected and analyzed. The Pearson Product Moment Correlation Coefficient was calculated using the Statistical Package for Social Sciences

(Version 21). The analysis revealed a notable level of job satisfaction among employees and identified a positive correlation between job satisfaction and organizational performance in the telecommunication sector. Consequently, the study emphasized that job satisfaction is associated with organizational performance. It recommended that management within telecommunication firms promote employee involvement, teamwork, and equitable remuneration to foster growth and productivity.

Bazillai, (2021) conducted research on the effects of work overload and working hours on employee performance in selected manufacturing industries in Ogun State. The study employed a descriptive survey research design and included a sample of 400 employees from various manufacturing companies. The findings indicated that both work overload and working hours significantly impact employees' family lives, including marital satisfaction and relationships with children and spouses, which in turn affects their job commitment. The results showed that work overload affects employee performance ($F(1, 473) = 22.752, P < 0.05, R^2 = 0.0457$), while working hours also have an impact ($F(1, 472) = 51.238, P < 0.05, R^2 = 0.0473$). The study concluded that the concept of work-life balance is crucial for organizational success. Thus, it recommended monitoring the social and psychological well-being of employees to enhance their effectiveness and efficiency in the workplace.

Pänttjä, (2021) examined the impact of teleworking on employee productivity in both Finland and China. A qualitative and comparative approach was utilized, employing semi-structured interviews with participants from both countries. The empirical results revealed both similarities and differences in the effects of teleworking on productivity at the individual, group, and organizational levels among Finnish and Chinese employees. Additionally, the study highlighted how teleworking influences work-family conflict. The findings indicated that both managers and employees should be mindful of the effects of teleworking on productivity to sustain or enhance the productivity of teleworkers.

Odunayo, Obomanu, and Oluwatosin (2020), investigated the impact of flexible working hours on employee productivity within logistics companies in Rivers State, Nigeria. The research employed a survey design, targeting a population of 1,300 logistics staff in the region, with a sample size of 285 selected using Bowley's proportional allocation method. The data collected from the survey underwent statistical analysis, including frequencies, mean scores, standard deviations, and Spearman rank order correlation coefficients, facilitated by the statistical package for social sciences. The results indicated a positive relationship between flexible work options and employee productivity in logistics companies. Consequently, the study concluded that a statistically significant positive relationship exists between flexible work arrangements and employee productivity in this sector. It is recommended that logistics companies intentionally develop flexible working options that foster a change in environment and positively enhance employee well-being to cultivate a motivated workforce.

3.0 METHODOLOGY

Research Design

For the purpose of this study, descriptive research design that is a quantitative approach which is built on high consistency in getting the data through questionnaires would be used to identify and obtain information on the characteristics of the research questions because it has the advantage of producing good number of responses from a wide range of people. The researcher adopted a stratified sampling technique which helps to increase the sampling precision during the process of dividing the population into strata. The area of study was carried out in Federal Airports Authority of Nigeria (FAAN) located at Nnamdi Azikiwe International Airport (ABV), *Headquarters Annex*, Abuja. This study used primary source data. The researcher used content validity in this study. Test-retest method and correlation method was used in testing the reliability of instrument. The target population was 347 employees consisting of top management, middle management and lower management which were randomly selected from the following departments: Aviation Security Services, Airport Operation and Cargo Services.

Sample Size Determination

In order to determine the sample size for the study, Taro Yamane (1967) formula for

calculating sample size for finite population was adopted.

The formula is as follows: $n = \frac{N}{1 + N(e)^2}$

$$n = \frac{347}{1 + 347(0.5)^2} = \frac{347}{1 + 347*0.0025} = \frac{347}{1 + 0.8675} = \frac{347}{1.8675}$$

$n = 185.8 \approx 186$

Therefore, the sample size of 186 was obtained using Taro Yamane formula.

Method of Data Analysis

Frequency distribution table to present the data gathered. Multiple regression analysis was used variable in testing the hypotheses and researcher questions. The statistical package for social sciences (SPSS) version 21 was used employed to test the hypotheses.

found usable for the study analysis. The forty-four (44) copies were not properly filled.

Test of Hypotheses

After checking the required assumptions, multiple regression analysis was performed to understand by how much each of the components of workplace flexibility, i.e. shift working arrangements, and flexi time explain the dependent variable, i.e. employee performance. The Model Summary, ANOVA, results of regression for each independent variable (components of workplace flexibility) with the employee performance of the employees are presented below.

4.0 DATA PRESENTATION AND ANALYSIS

A total of one hundred and eighty-six (186) copies of questionnaire were administered to the respondents of which one hundred and forty-two (142) copies were properly filled and

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.673 ^a	.454	.447	.39024

a. Predictors: (Constant), FT, SWA

Source: SPSS data output 2025

According to the multiple regression analysis above in table 1, the study specifically aimed at proving the research hypotheses given above. From the regression analysis, it can be seen that R-square value of .454 that signifies 45.4% of the variation in employee performance can be explained by the combination of the two components of workplace flexibility. This means that the unit

change in these two forms of workplace flexibility will result to a change in employee performance by a factor of .454 at 5% significant level. According to Cohen (1988), R^2 values are assessed 0.26 substantial, 0.13 moderate, and 0.02 weak (Cohen, 1988). In this case, the effect the independent variables on the dependent variable with R-square value of .15 is more than substantial level.

Table 2: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.862	2	10.931	71.781	.000 ^b
	Residual	26.345	173	.152		
	Total	48.207	175			

a. Dependent Variable: EP

b. Predictors: (Constant), FT, SWA

In table 2, the study found that there was significant effect of workplace flexibility on

the performance of the employee (F= 71.81, P (0.000) < 0.05).

Table 3: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.645	.228		7.210	.000
	SWA	.255	.065	.271	3.940	.000
	FT	.414	.059	.481	6.998	.000

a. Dependent Variable: EP

Regression Equation:

$$Y = 1.645 + 0.255X_1 + 0.414X_2 + e$$

where Y represents Employees' performance, and X_1 and X_2 represent shift working arrangements and flexi time respectively and e is the standard error

Table 3 illustrates the test for the two postulated hypothetical statements of this study.

Hypothesis One

H₀₁: Shift working arrangements do not have significant effect on employees' performance in Federal Airports Authority of Nigeria (FAAN), Abuja.

The correlation coefficient 0.255 shows that there is a strong and positive relationship between shift working arrangements and employees' performance. The p value $0.000 < 0.05$ indicates that the relationship is significant. Therefore, the null hypothesis is hereby rejected and the alternate upheld. Thus, shift working arrangements have significant effect on employees' performance in Federal Airports Authority of Nigeria (FAAN), Abuja.

Hypothesis Two

H₀₂: Flexi times does not have significant effect on employees' performance in Federal Airports Authority of Nigeria (FAAN), Abuja.

The correlation coefficient 0.414 shows that there is a strong and positive relationship between flexi times and employees' performance. The p value $0.000 < 0.05$ indicates that the relationship is significant. Therefore, the null hypothesis is hereby rejected and the alternate upheld. Thus, flexi times have significant effect on employees' performance in Federal Airports Authority of Nigeria (FAAN), Abuja.

Summary of Findings

Findings of Hypothesis one showed that shift working arrangements have significant effect on employees' performance in Federal Airports Authority of Nigeria, Abuja. More so, hypothesis two findings revealed that flexi times have significant effect on employees' performance in Federal Airports Authority of Nigeria, Abuja.

Discussion of Findings

The statistical analysis done on independent and dependent variables showed that the research questions were answered in great detail. The statistical findings of hypothesis one showed that shift working arrangements have significant effect on employees' performance in Federal Airports Authority of Nigeria, Abuja. The result is in accordance with the view of Stroup et al. (2016) and Javed et al., (2014), who supported the adoption of

flexible work arrangements as policies would result in better employee retention, increased job satisfaction and increased performance and productivity. More so, hypothesis two showed that flexi times have significant effect on employees' performance in Federal Airports Authority of Nigeria, Abuja. The result concurred with Okemwa (2016) who in his study found that flexi work scheduling was important to bring increase in engagement, commitment, retention and job satisfaction.

5.0 CONCLUSION AND RECOMMENDATIONS

This work examined the effect of workplace flexibility and employees' performance in Federal Airports Authority of Nigeria, Abuja. From the analysis it was discovered that shift working arrangements and flexi time is an ideal workplace flexibility that can suite most employees and employers. It is easy to manage as employees work in a location specified by the employer, usually an open planned office. Shift working arrangements lead to lower levels of stress, better work-life balance and increase morale amongst employees which in turn results in job satisfaction, higher productivity and better performance. Flexi time allows employees to start work early or later depending on their needs. By doing so, employees have some autonomy on the structuring of their working times which can help them create a work life balance.

In line with the findings of the study, the following recommendations were made.

- i. Management of Federal Airports Authority of Nigeria should consider giving the staff flexibility on shift working arrangements that could be adjusted according to the preferences of the employees when to start and end their roles so that their performance can be improved and achieve organization goals. Employees will then be able to balance their personal and professional commitments.
- ii. Management of Federal Airports Authority of Nigeria should imbibe self-roistering as part of the flexible timing procedure that would enhance the performance of employees, abilities, interest and zealousness towards their jobs in the organization.

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