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Flextime Scheduling and Employee Satisfaction of Deposit Money Banks in South East Nigeria

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Abstract

This study examined the relationship between flextime scheduling and employee satisfaction in Deposit Money Banks (DMBs) in South-East Nigeria. The objectives were to ascertain the relationship between telecommuting and employee turnover, evaluate its association with absenteeism, and assess its connection with employee retention. The population comprised staff of five purposively selected banks First Bank, United Bank for Africa, Guarantee Trust Bank, Access Bank, and Zenith Bank across the capital cities of Imo, Ebonyi, Enugu, Abia, and Anambra States, with a total of 1,573 employees. Using the Taro Yamane formula, a sample size of 318 respondents was determined. A descriptive survey research design was adopted, and structured questionnaires were administered to collect quantitative data. Findings revealed strong positive correlations between telecommuting and employee turnover, absenteeism, and retention. These results indicate that telecommuting significantly enhances employee commitment by providing job autonomy, flexibility, and improved work–life balance, thereby reducing stress and strengthening organizational loyalty. Anchored on the Job Demands–Resources (JD-R) Theory, the study concludes that telecommuting serves as a vital job resource that buffers work demands, improves employee well-being, and sustains long-term commitment. The study recommends the formal integration of telecommuting into organizational policies, alignment with HR and performance strategies, and continuous monitoring of employee well-being to maximize its benefits for both employees and institutions.

Keywords: Telecommuting, Employee Satisfaction, Turnover, Absenteeism, Retention, Job Demands–Resources (JD-R) Theory, Deposit Money Banks, South-East Nigeria

Introduction

Flextime scheduling has emerged as a key innovation in modern human resource management, allowing employees to adjust their work start and end times within agreed parameters while maintaining required core hours (Wikipedia, 2025). It typically involves a framework where organizations set fixed periods when employees must be present, alongside flexible bands that enable staff to adjust schedules in ways that enhance both efficiency and personal well-being. Globally, research has demonstrated that flexible working arrangements are increasingly vital to organizational competitiveness, improving productivity while also supporting employee satisfaction and work–life balance (Wheatley, 2017).

Employee satisfaction, which is the dependent variable of this study, is broadly defined as the extent to which employees feel content with their roles, responsibilities, and work environment. It has long been recognized as a cornerstone of organizational success (Robbins & Judge, 2019). A satisfied workforce is associated with reduced employee turnover, lower absenteeism, and stronger employee retention, all of which are crucial for the long-term stability and performance of firms. Studies indicate that when employees have autonomy over their schedules, they report higher satisfaction levels and stronger commitment, which translates into better organizational outcomes (Wheatley, 2017; Rahardjo & Azhari, 2021).

Evidence from multiple contexts underscores the link between flextime and employee satisfaction. In Indonesia, Rahardjo and Azhari (2021) found that flexible working hours contributed significantly to employee well-being, particularly in high-pressure sectors like banking. Similarly, Adhikari and Sapkota (2023) reported that flextime improved employee morale and performance in the Nepali financial sector by addressing challenges related to work–life integration. Research in Nigeria has produced comparable insights, showing that flexible work arrangements contribute to higher organizational commitment and lower rates of burnout among bank employees (Okeke & Mbah, 2019). Muhammadi, D'Souza, and Keating (2009) further highlighted that job satisfaction in Nigerian banks is strongly influenced by human resource practices, with flexibility playing a critical role in mitigating stress and turnover.This study on flextime scheduling and employee satisfaction of deposit money banks in South-East Nigeria is therefore timely and relevant.

Statement of the Problem

The banking industry in Nigeria, particularly in the South-East region, is characterized by long working hours, high performance targets, and rigid scheduling practices that often undermine employees' ability to balance work and personal responsibilities. This situation has contributed to rising levels of stress, high employee turnover, absenteeism, and challenges in retaining skilled personnel. While banking institutions continue to prioritize profit and service delivery, the lack of flexible scheduling policies has created dissatisfaction among employees, threatening the stability and efficiency of deposit money banks.

Although flextime scheduling has been recognized globally as a strategy to improve employee satisfaction and organizational outcomes, evidence remains limited and context-specific. For instance, Rahardjo and Azhari (2021) in Indonesia found that flexible working hours significantly enhanced employee well-being and commitment in the banking sector, demonstrating that schedule autonomy fosters both productivity and satisfaction. Locally, Okeke and Mbah (2019) reported that flexible work arrangements in Nigerian banks reduced burnout and increased employee loyalty, but also noted that implementation remains inconsistent and underutilized. These studies suggest that while flextime contributes to improved employee

satisfaction, its adoption is uneven across contexts, and its specific implications for deposit money banks in South-East Nigeria remain underexplored.

The persistence of turnover, absenteeism, and weak retention in South-East Nigerian banks underscores a critical research gap. Employees continue to face job dissatisfaction due to rigid work schedules, which adversely affects organizational performance. Yet, there is limited empirical evidence on how flextime scheduling could mitigate these challenges in this regional context. This study is therefore designed to address this gap by investigating the relationship between flextime scheduling and employee satisfaction in deposit money banks in South-East Nigeria, focusing on key sub-variables such as employee turnover, absenteeism, and employee retention.

Objectives of the Study

The main objective of the study is to determine the relationship between flextime scheduling on employee satisfaction of Deposit Money Banks in South East, Nigeria. The specific objectives are to;

1. examine the nexus between flextime scheduling and employee
2. determine the relationship between flextime scheduling and employee absenteeism.
3. ascertain the association between flextime schedule and employee retention

Research Questions

I. What is the relationship between flextime scheduling and employee turnover in deposit money banks?
II. To what extent is there an association between flextime scheduling and employee absenteeism in deposit money banks?
III. In what way does flextime scheduling affect employee retention in deposit money banks?

Research Hypotheses

The following hypotheses are formulated to guide this study:

Ho_1: Flextime scheduling does not significantly affect employee turnover

Ho_2: Flextime schedulingdoes not significantly affect employee absenteeism

Ho_3: There is no significant relationship between flextime scheduling and employee retention.

Scope of the Study

The content scope of this study focuses on examining the relationship between flextime scheduling and employee satisfaction, with particular attention to the sub-variables of employee turnover, absenteeism, and employee retention within Deposit Money Banks (DMBs) in South-East Nigeria. The geographical scope is confined to five major deposit money banks operating within the South-East geopolitical zone of Nigeria. These are First Bank of Nigeria, United Bank for Africa (UBA), Guaranty Trust Bank (GTB), Access Bank, and Zenith Bank Plc. These banks are collectively known as the FUGAZ banks (Nigerian Banker, 2020) and represent the most dominant players in Nigeria's financial system.

The unit scope of the study includes employees across all hierarchical levels within these banks, namely management, senior, intermediate, and junior staff.

Concept of Flextime Scheduling

Flextime scheduling has emerged as a key feature of modern work arrangements, reflecting the growing demand for flexibility, autonomy, and work-life balance in organizational settings. Unlike rigid traditional schedules that confine employees to fixed hours, flextime provides a framework where

individuals can adjust their start and end times within employer-defined parameters, thereby aligning their professional duties with personal commitments. This autonomy empowers employees to manage their workloads more effectively, often reducing the stress associated with commuting during peak hours and offering greater capacity to attend to family or personal responsibilities. As organizations increasingly recognize the strategic importance of employee well-being, flextime has become central to human resource practices, serving not only as a tool for enhancing job satisfaction but also as a mechanism for reducing absenteeism, turnover, and improving retention (Kossek & Michel, 2020; Chung & van der Horst, 2022).

The Concept of Employee Job satisfaction

Employee satisfaction is a vital component of HR policy effectiveness, particularly under compressed workweeks, as it enhances productivity, work-life balance, and retention (Judge, 2001; Locke, 1976). Key factors influencing satisfaction include autonomy, which fosters intrinsic motivation and commitment (Hackman & Oldham, 1976); work-life balance, which strengthens job satisfaction and organizational commitment (Kossek & Ozeki, 1998); and job security, which reduces stress and boosts psychological well-being (De Witte, 2005). Growth opportunities and development programs also improve motivation and retention (Noe, 2017; Jehanzeb & Bashir, 2013), while leadership support significantly drives engagement and loyalty (Kuvaas & Dysvik, 2010).

Measures of Employee of Satisfaction

Organizational success depends on understanding employee sentiment, which can be assessed through key performance indicators (Griffeth, 2022). Employee satisfaction is commonly measured using attitudinal indicators such as job satisfaction, commitment, and engagement, as well as behavioral indicators like turnover, absenteeism, and productivity (Kumar, 2020). For this study, employee satisfaction is evaluated using three core metrics: Employee Turnover Rate, Employee Engagement, and Retention Rate. These measures are critical as they capture both the attitudes and behaviors of employees, offering valuable insights into workforce dynamics and their influence on organizational performance.

Employee Turnover

Employee turnover is a persistent challenge that affects organizational performance, profitability, and costs (Alfes, 2022; Bhatti, 2022). It refers to the movement of employees across jobs, firms, and occupations, and involves recruitment, selection, and training of replacements (Price, 2020). Causes include job dissatisfaction, role stress, poor management practices, lack of commitment, and better external opportunities (Firth, 2022; Manu, 2020; Alexander, 2022). While turnover often has negative consequences—such as costs, reduced productivity, and loss of talent (Pitts et al., 2021; Dess, 2022)—theories suggest it can sometimes benefit organizations by replacing underperformers and saving retention costs (Abelson & Baysinger, 2019). Thus, turnover has both detrimental and potential positive effects, depending on its level and context.

Employee Absenteeism

Absenteeism is the non-attendance of employees when expected to work and can be scheduled, unscheduled, or partial (Huczynski & Fitzpatrick, 2019; Kanwal et al., 2021). It is influenced by job dissatisfaction, poor morale, health issues, and personal problems (Benson, 2022; Johns, 2020). Models such as the "withdrawal model" link absenteeism to disengagement from unfavorable conditions (Johns,

2020). Absenteeism increases costs, reduces productivity, and generates conflict, but also signals organizational or psychological issues that need attention (McClenney, 2019).

Employee Retention

Employee retention refers to an organization's ability to keep employees over time, ensuring stability and reducing turnover costs (Finnegan, 2023; Tenney, 2022). Retention rates vary by industry, with higher rates in government and finance, and lower in retail and hospitality (Mocciaro et al., 2022). Retention is critical for productivity, morale, and organizational performance, with effective strategies including competitive compensation, strong leadership, growth opportunities, and positive work culture (Bromiley & Fleming, 2022; Aaker, 2019).

Theoretical Review

This study is anchored on the Herzberg's Two-Factor Theory, Social Exchange Theory (SET) andJob Demands–Resources (JD-R) Theory. The theory is presented and discussed as follows:

Herzberg's Two-Factor Theory: Herzberg's Two-Factor Theory, also called the Motivation-Hygiene Theory, distinguishes between two sets of factors that influence employees' attitudes toward work: motivators and hygiene factors.

- **Motivators** (intrinsic factors such as achievement, recognition, autonomy, meaningful work, and flexibility) are those that create genuine job satisfaction and drive higher levels of commitment and performance.
- **Hygiene factors** (extrinsic factors such as pay, working conditions, supervision, and company policies) do not necessarily create satisfaction when present, but their absence leads to dissatisfaction.

Applied to flextime scheduling, the theory suggests that flexibility functions as a **motivator** because it enhances employees' sense of autonomy, control, and work–life balance.

Social Exchange Theory (SET): Social Exchange Theory (Blau, 1964) emphasizes that workplace relationships and behaviors are governed by reciprocal exchanges between employees and employers. The principle of reciprocity means that when organizations invest in their employees through supportive practices (such as flextime, wellness programs, and work–life balance initiatives), employees perceive this as organizational care and value.

In turn, employees feel a sense of obligation to reciprocate by showing loyalty, commitment, and reduced turnover behaviors. Specifically, flextime scheduling is viewed as a form of organizational support that acknowledges employees' personal needs and trust in their ability to manage time. Employees respond by increasing their organizational commitment, reducing absenteeism, and being less inclined to leave the organization.

Thus, SET explains flextime's effectiveness as not just a scheduling policy, but a relational exchange that strengthens trust, loyalty, and long-term employee retention

Empirical Review

Klindžić and Matija (2019) conducted a study to investigate the impact of flexible work arrangements (FWAs) on organizational performance, with a particular focus on how innovation management shapes employee outcomes. Their findings revealed that FWAs, when effectively implemented and supported by innovative managerial practices, significantly influence employee attitudes and behaviors, including

turnover. Specifically, the study demonstrated that employees working under flexible arrangements reported higher satisfaction and commitment, which in turn reduced the likelihood of voluntary exits from organizations.

Vijay Kumar Gudep (2020) examined the relationships between flexible work systems (FWS), organizational commitment (OC), work-life balance (WLB), employee absenteeism (EA), and job satisfaction (JS). The study found that flexibility arrangements positively and significantly enhance employee satisfaction and commitment, which indirectly reduce absenteeism rates. By granting employees greater autonomy over their work schedules, organizations enable better management of personal and professional responsibilities, thereby minimizing conflicts that often lead to frequent absences.

Idowu (2020) investigated the impact of flexible working hours on employee job performance and retention in manufacturing industries in Agbara, Nigeria. The study revealed that flexible working hours significantly improve employee performance, foster job satisfaction, and enhance retention. Employees with access to flexible schedules were found to be more motivated, less stressed, and more committed to their organizations. The research emphasized that retention is not only tied to compensation or job security but also to the ability of employees to balance personal and professional obligations effectively.

Gap in Literature

Although extensive research highlights the significance of flextime scheduling in promoting work-life balance, reducing absenteeism, and improving retention, several gaps remain in the existing literature. First, much of the available evidence (e.g., Kossek & Michel, 2020; Kelliher & Anderson, 2020; Chung & van der Horst, 2022) has been conducted in developed economies, where organizational structures, resources, and socio-cultural contexts differ substantially from those in developing countries like Nigeria. Consequently, the applicability of these findings to Nigerian organizations, particularly Deposit Money Banks, remains uncertain. Second, while studies have examined general outcomes such as job satisfaction, commitment, and performance, limited attention has been given to the distinct components of flextime (core hours, flexible hours, and break times) and their differential impact on employee outcomes. For example, the role of structured versus unstructured breaks in enhancing satisfaction and productivity remains underexplored.

METHODOLOGY

This section presents the methodology adopted for the study, providing a detailed account of the research design, target population, sample size, and procedures for data collection. It also describes the research instrument employed, including the processes used to establish its validity and reliability. Finally, the section outlines the techniques applied in analyzing the collected data, ensuring that the chosen methods are appropriate for addressing the research objectives.

Research Design

The study employed a descriptive survey research design using structured questionnaires to gather quantitative data.

Population of the Study

The population of the study comprises the staff of the state offices of five selected deposit money banks operating in the South-East geopolitical zone of Nigeria, specifically located in the capital cities of Imo, Ebonyi, Enugu, Abia, and Anambra States. These banks include First Bank of Nigeria (FBN) with a

total of 380 staff ($N_1 = 380$), United Bank for Africa (UBA) with 312 staff ($N_2 = 312$), Guarantee Trust Bank (GTB) with 215 staff ($N_3 = 215$), Access Bank of Nigeria (ABN) with 310 staff ($N_4 = 310$), and Zenith Bank (ZBN) with 356 staff ($N_5 = 356$). These banks were purposively selected due to their dominance, financial stability, technological advancement, and adoption of flexible work practices, making them ideal for studying employee satisfaction.

Sample Size and Sample Size Determination

The sample size was determined using the Taro Yamane formula, with proportional allocation across the selected banks. This ensures the sample is representative of the population, thereby enhancing the generalizability and reliability of the study's findings.

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

Where: n = Sample size

N = Population size ()

e = Allowable error (0.05)

1= Constant figure

Given that the researcher has chosen 5% or 0.05 as a level of significance the sample size can be calculated thus:

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

Where:

n=sample size

N=number of items in the universe or population

e^2=square of maximum allowance for sampling error or level of significance.

There:

$$n = \frac{1573}{1+1573(0.05)^2}$$

$$n = \frac{1573}{1+1573(0.0025)}$$

$$n = \frac{1573}{1+3.9325}$$

$$n = \frac{1573}{4.9325} = 318$$

Hence, the total sample size used in this study becomes 318 respondents. Base on the calculation, the sample size is **318 respondents.**

Instrument and Its Administration

Data collection was conducted using a structured questionnaire tailored to the study's focus on telecommuting and employee satisfaction. Section A captured demographic information of respondents, while Section B examined flexible work arrangements, with emphasis on telecommuting, and their

influence on employee satisfaction indicators such as turnover, absenteeism, and retention. Responses were measured on a 4-point Likert scale ranging from Strongly Agree to Strongly Disagree. The questionnaire was distributed among staff of selected deposit money banks in South-East Nigeria by the researcher and trained assistants, after briefing participants on the study's objectives.

Validity and Reliability of the Instrument

To establish the validity and reliability of the instrument, both face and content validity were ensured. The responses from both administrations were analyzed using Cronbach Alpha to determine the internal consistency and reliability of the instrument. The formula for computing Cronbach's alpha is expressed as

$$\alpha = \frac{k \times c}{v + (k-1)\,c}$$

Where k = the number of scale items

c = the average of all co-variances between items

v = the average variance of each item.

Data Analysis Techniques

To test the hypotheses formulated in the study, the Pearson Product Moment Correlation Coefficient (PPMC) was employed. This parametric statistical technique is suitable for evaluating the linear relationship between two continuous variables and assumes interval or ratio data, as well as a normally distributed dataset. It is therefore appropriate for assessing the strength and direction of the linear relationship between flextime scheduling and employee satisfaction among staff of selected deposit money banks in the South-East geopolitical zone of Nigeria. The formula for calculating the Pearson Product Moment Correlation Coefficient is given as:

$$r = \frac{\Sigma\left[(X - \bar{X})(Y - \bar{Y})\right]}{\sqrt{[\Sigma(X - X)^2 * \Sigma(Y - \bar{Y})^2]}}$$

r = Pearson correlation coefficient (the value you are calculating).

Σ (capital sigma) = Summation sign, meaning "add up all the values".

X = each individual score of variable X (independent variable).

Y =each individual score of variable Y (dependent variable).

The decision rule guiding the interpretation of Pearson correlation coefficient value is as follows:

If **p-value ≤ 0.05**, reject the null hypothesis (**significant relationship exists**).

If **p-value > 0.05**, fail to reject the null hypothesis (**no significant relationship exists**).

In this study, Pearson correlation coefficient was computed using the Statistical Package for the Social Sciences (SPSS) software 23.0 to enhance accuracy and efficiency.

RESULT

In this section, the data collected using the questionnaire were presented and analyzed. The essence of this was to ensure that the data collected was meaningful for decision making since "no set of datasets is meaningful unless it has been presented and interpreted by the researcher. The results of the analysis carried out were interpreted and the findings were discussed in relation to previous studies.

Bivariate Analysis

The bivariate analysis was carried out to determine the relationship between independent and dependent variables in each of the hypotheses. The Pearson Product Moment Correlation (r) was used to test and determine the relationship between the two variables in each of the hypotheses formulated in this study. The r value was computed using the IBM SPSS version 23.0 and the results are presented below according to the research questions and hypotheses, since both of them fall under bivariate analysis.

Research Question 1

What is the relationship between flextime scheduling and employee turnover in deposit money banks?

Table 4.1: **Summary of Analyses Concerning Research Question One**

Variables	N	$\overline{X}$	SD	r
FS	**303**	3.39	0.842	
ET	**303**	3.40	0.786	**0.967**
Very High Relationship				

Table 4.1 shows the result obtained in respect of research question one. The result reveals that the correlation coefficient is 0.967, which is very high. This implies that there is a very high nexus between flextime scheduling and employee turnover in deposit money banks.

Research Question 2

To what extent is there an association between flextime scheduling and employee absenteeism in deposit money banks?

Table 4.2: **Summary of Analyses Concerning Research Question Two**

Variables	N	$\overline{X}$	SD	r
FS	**303**	3.39	0.842	
EA	**303**	3.49	0.727	**0.928**
Very High Relationship				

Table 4.2 shows the result obtained in respect of research question two. The result reveals that the correlation coefficient is 0.928 which is very high. This implies that association between flextime scheduling and employee absenteeism in deposit money banks is to a very high extent.

Research Question 3

In what way does flextime scheduling affect employee retention in deposit money banks?

Table 4.3: **Summary of Analyses Concerning Research Question Three**

Variables	n	$\overline{X}$	SD	r
FS	**303**	3.39	0.842	
ER	**303**	3.45	0.739	**0.953**
Very High Relationship				

Table 4.3 shows the result obtained in respect of research question three. The result reveals that the correlation coefficient is 0.953, which is very high. This implies that the relationship between flextime scheduling and employee retention is to a very high extent.

Hypothesis 1

Ho_1: Flextime scheduling does not significantly affect employee turnover in deposit money banks.

Table 4.4: Result of Bivariate Analysis between Flextime scheduling **(FS) and** employee turnover **(ET)**

		FS	**ET**
FS	Pearson Correlation	1	.967**
	Sig. (2-tailed)		.000
	N	303	303
ET	Pearson Correlation	.967**	1
	Sig. (2-tailed)	.000	
	N	303	303

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey 2026

Table 4.4 presents the result of the bivariate analysis performed between Flextime scheduling **(FS) and** employee turnover **(ET)**. The p-value is 0.00, which is less than the level of significance (0.05), hence, the null hypothesis which stated that Flextime scheduling does not significantly relate with employee turnover is rejected. With a correlation of 0.967, it implies that Flextime scheduling **(FS** is strongly and positively correlated to employee turnover **(ET)**. Thus, the conclusion is that Flextime scheduling **(FS)** significantly relate with employee turnover.

Hypothesis 2

Ho_2: Flextime schedulingdoes not significantly affect employee absenteeism in deposit money banks

Table 4.5: Result of Bivariate Analysis between Flextime scheduling **(FS) and** employee absenteeism **(EA)**

		FS	**EA**
FS	Pearson Correlation	1	.938**
	Sig. (2-tailed)		.000
	N	303	303
EA	Pearson Correlation	.938**	1
	Sig. (2-tailed)	.000	
	N	303	303

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey 2026

Table 4.5 presents the result of the bivariate analysis performed between Flextime scheduling **(FS) and** employee absenteeism **(EA)**. The p-value is 0.00, which is less than the level of significance (0.05), hence, the null hypothesis which stated that Flextime scheduling does not significantly relate with employee absenteeism is rejected. With a correlation of 0.938, it implies that Flextime scheduling **(FS** is strongly and positively correlated to employee absenteeism **(EA)**. Thus, the conclusion is that Flextime scheduling **(FS)** significantly relate with employee absenteeism.

Hypothesis 3

Ho_3: There is no significant relationship between flextime scheduling and employee retention in deposit money banks

Table 4.6: Result of Bivariate Analysis between Flextime scheduling **(FS) and** employee retention **(ER)**

		FS	**ER**
FS	Pearson Correlation	1	.953**
	Sig. (2-tailed)		.000
	N	303	303
ER	Pearson Correlation	.953**	1
	Sig. (2-tailed)	.000	
	N	303	303

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey 2026

Table 4.6 presents the result of the bivariate analysis performed between Flextime scheduling **(FS) and** employee retention **(ER)**. The p-value is 0.00, which is less than the level of significance (0.05), hence, the null hypothesis which stated that Flextime scheduling does not significantly relate with employee retentionis rejected. With a correlation of 0.953, it implies that Flextime scheduling **(FS)** is strongly and positively correlated to employee retention**(EA)**. Thus, the conclusion is that Flextime scheduling **(FS)** significantly relate with employee retention.

Discussion of Findings

The result showed that the null hypothesis which stated that Flextime scheduling does not significantly relate with employee turnover is rejected. With a correlation of 0.967, it implies that Flextime scheduling (FS is strongly and positively correlated to employee turnover (ET). Thus, the conclusion is that Flextime scheduling (FS) significantly relate with employee turnover. This is in agreement with the study by Klindžić & Matija (2019) who conducted a study to investigate the impact of flexible work arrangements (FWAs) on organizational performance. The findings revealed that innovation management has a positive impact on employee turnover

With respect of the second hypothesis and research question, the correlation coefficient of Flextime scheduling and employee absenteeism (EA) is obtained as 0.938 with a corresponding p-value of 0.00 which is less than the level of significance (0.05), hence, the null hypothesis which stated that Flextime scheduling does not significantly relate with employee absenteeism is rejected. Thus, concluding that Flextime scheduling (FS) significantly relate with employee absenteeism. This finding is in agreement with the work of Vijay Kumar Gudep's (2020) who examined the relationships between flexible work systems (FWS), organizational commitment (OC), work-life balance (WLB), employee absenteeism (EA) and job satisfaction (JS). The finding revealed that a strong positive relationship exists between flexibility arrangement and employee satisfaction.

With respect of the third hypothesis and research question, the p-value is 0.00, which is less than the level of significance (0.05), hence, the null hypothesis which stated that Flextime scheduling does not significantly relate with employee retentionis rejected. With a correlation of 0.953, it implies that Flextime scheduling (FS) is strongly and positively correlated to employee retention(EA). Thus, the conclusion is that Flextime scheduling (FS) significantly relate with employee retention. This finding

is in agreement with the work of Idowu (2020) who investigated the impact of flexible working hours on employee job performance and retention in manufacturing industries in Agbara, Nigeria. The study found that flexible working hours improved employee performance, increased employee retention, and reduced employee work stress.

Summary of Findings

The study examined the relationship between various flextime scheduling and employee satisfaction in deposit money banks. The key findings are as follows:

I. There is a strong and positive relationship between flextime scheduling and employee turnover, with a correlation coefficient of 0.967**.** This implies that better flextime options are associated with reduced employee turnover.

II. A significant positive relationship exists between flextime scheduling and employee absenteeism, with a correlation of 0.938**.**

III. The study found a strong positive correlation **(**0.953**)** between flextime scheduling and employee retention.

Conclusion

This study investigated the relationship between flextime scheduling and employee satisfaction in Deposit Money Banks (DMBs) in South East Nigeria, with a focus on turnover, absenteeism, and retention. The findings provide strong evidence that flextime scheduling is a significant predictor of employee satisfaction outcomes.

First, the study revealed that flextime scheduling is strongly and positively related to employee turnover, suggesting that when employees are provided with flexible scheduling options, they are less likely to leave the organization. This aligns with the notion that flexibility enhances job satisfaction and organizational commitment, thereby lowering turnover intentions.

Second, flextime scheduling was found to have a significant positive relationship with employee absenteeism. This indicates that well-structured flexibility contributes to reduced absenteeism, as employees are better able to balance personal and professional responsibilities without resorting to unscheduled absences. The result reinforces the view that flexible work arrangements improve employee well-being and reduce workplace withdrawal behaviors.

Third, the study demonstrated a strong positive relationship between flextime scheduling and employee retention. By granting employees greater autonomy in managing their work hours, organizations enhance loyalty and long-term commitment, ultimately improving retention rates.

Overall, the study concludes that flextime scheduling plays a crucial role in shaping employee satisfaction within DMBs in South East Nigeria. By improving work-life balance, reducing stress, and strengthening organizational attachment, flextime emerges as a strategic tool for banks to enhance performance, minimize workforce disruptions, and maintain a competitive edge in attracting and retaining talent.

Recommendations

Drawing from the study's findings, the following recommendations are proposed to improve perceptions of flextime scheduling and employee satisfaction:

I. **Adopt Structured Flextime Policies Across Deposit Money Banks**: Management of Deposit Money Banks should institutionalize clear and well-structured flextime policies. Standardizing flexible scheduling across branches will not only reduce turnover but also enhance job

satisfaction by giving employees autonomy over their work hours while ensuring productivity is maintained.

II. **Integrate Flextime with Work–Life Balance Programs**: To reduce absenteeism, banks should complement flextime scheduling with work–life balance initiatives such as wellness programs, family-supportive policies, and stress management workshops. These measures will enable employees to meet both personal and professional obligations without frequent absenteeism.

III. **Use Flextime as a Retention Strategy**: Deposit Money Banks should leverage flextime as a strategic human resource tool to retain high-performing employees. By aligning flexible scheduling with career development opportunities, recognition systems, and supportive leadership, banks can build employee loyalty and reduce costly turnover, ensuring long-term organizational stability.

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