

Job Sharing and Organizational Performance in Micro and Small Scale Enterprises in Ondo State

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Abstract- Job sharing has gained popularity over the years as one of the ways to ensure that there is work-life balance in organizations. However, there is still a need to understand the effect of job sharing on organizational performance. This study therefore seeks to establish the effect of job sharing on organizational performance on micro and small scale. Questionnaires were used to collect data from three hundred and twenty four respondents consisting of both owners and employees of micro and small-scale enterprises that were purposively selected. Descriptive and inferential analysis were conducted on the data generated using Statistical Package for the Social Sciences (SPSS 24). Simple linear regression model was formulated for inferential analysis of the stated objective. The findings showed that Job sharing significantly predicted employee performance, $F(1, 339) = 76.815, P < 0.0005$ which indicates that Job Sharing can play a significant role in shaping organizational performance ($b = 0.243, p < 0.0005$). Moreover, the $R^2 = 0.185$ depicts that the model explains 18.5% of the variance in micro and small-scale enterprises' performance in Ondo State. It is therefore recommended that micro and small businesses in Ondo State should adopt job-sharing practices to enhance performance

Indexed Terms- Organisation performance, job sharing, micro and small businesses, motivation

I. INTRODUCTION

Work-life balance practices are essential part of human resource management that is getting collective consideration from government, employers of labor and researchers. This is as a result of its association with performance which is a key determinant in the achievement of organizational success in today's economy. Work-life balance has been used by

organizations to motivate employees to perform in recent time with a win-win outcome for both employees and the organization.

The study of work/life balance involves the examination of people's ability to manage simultaneously the many demands of life occasioned by the change in workforce demography [1], [2]. Organizations re-organize work in response to globalization and the opportunities afforded by new technologies to minimize labor costs and improve performance. Moreover, household life has also become more complex as female labor force participation rates continue to grow. This could mean increased workloads, less predictable work schedules, and more unsocial work hours. The challenge for both the employees and the employers alike has been how to adopt good flexible work arrangement practices to tackle conflicts that occur as a result of the interface of personal pressures and work stress in order to solve performance problems.

Job sharing was recently introduced by organizations for greater employees' work-life balance and subsequent performance. Job sharing is an innovative method of work arrangement that allows two or more employees to jointly fill one full-time job [3]. It has become an important part of the benefit and compensation programs with the observations that effective job-sharing brings benefits to the employees as well as the organization in many ways. The benefits have been found to outweigh the additional transaction costs [4], [5]. Although, it is not widely adopted, and its implementation is often restricted because of a culture of full-time work and economic motives [6].

The focal question that guided this research was what effect does job sharing has on organizational

performance of micro and small-scale enterprises in Ondo State.

II. LITERATURE REVIEW

- Job sharing

Job sharing is a relatively new and innovative method of work arrangement that allows two or more employees to fill one full-time job jointly. The responsibilities and working time, salary, leave, and benefits are divided between the participants according to the proportion of time each person works. This way of working sprung up during the 1970s but did not become popular until the 2000s, when working mothers were looking for more flexibility in their jobs and quality of life became more of a priority for everyone. Theoretically, Job sharing can be in any profession, including law, medicine, scientific research, and many more. It can help facilitate a more appropriate work-life balance for parents of young children.

Job sharing can increase flexibility, motivation, job satisfaction, time for other commitments, and facilitates the development of partnerships, work at two different jobs to expand their experience. Combining a more comprehensive range of skills and experience in a single job can improve staff retention, increase productivity, and acquire skilled workers [4], [5]. Although, it is not widely adopted, and its implementation is often restricted because of a culture of full-time work and economic motive, difficulty in finding compatible partners that can share a job, and the historically negative perceptions of individuals not wholly committed to their job and employer [6]. Moreover, managers may form a perception that job sharing will increase the workload of managers as a result of supervising two employees instead of one employee [7].

Job sharing is currently more popular in the public sector than in the private sector because many experienced workers are looking for a better work-life balance. Job sharing can be in the form of responsibility participation where all employees are equally responsible about doing a job correctly, or responsibility sharing whereby each participant is in charge of her part and concentrates on that part, and unrelated responsibilities where participants do

different jobs while they are in the same place, employees can complete their tasks independently of one another.

- Organisational Performance

Performance is a multi-component concept, in that it can be judged by many different constituencies depending on perception, values, and attitudes resulting in different interpretations and having various implications in different contexts [8], [9] [10]. Every organization has its specific way of measuring performance since every business has some objectives expressed either in broad or specific terms. Based on the assumptions of [11] and [12], [13] defined micro and small scale enterprises performance as the situation where a small firm operated for five or more years and maintained a reasonable profit. Others measured performance in terms of productivity, job satisfaction, turnover and absenteeism, production capacity, improved profits, improved customer service [10], [9]. Nevertheless, Continuous performance remains the focus of any organisation because successful organisations play important roles as an engine in determining the economic, social, and political progress [14].

Performance is a function of individual ability, skill, and effort in a given situation that involves taking a complex series of actions that integrate skills, expertise, and knowledge to produce a valuable result and in measuring competitiveness [15], [16]. Performance will be operationalised here as the achievement of goals at the organisational level which could be influenced by work-life balance factors. This is because the new generation workforce who are intelligent in technology and multitasking wants freedom and flexibility in working time [5], [15], [17]

- Micro and Small Scale Enterprises in Nigeria

There has been no consensus yet in the literature as to a universally accepted definition of small business because the definition of smallness varies. Many countries and organisations within countries such as International Labour Organisation (ILO), The US small business administration office of advocacy: Central Bank of Nigeria (CBN); Small and Medium Scale Enterprises Development Agency of Nigeria (SMEDAN) have different criteria for defining a

business as small or medium using such criteria as size, number of employees, capital investment, sales volume annual revenue size and value of assets. Still, some define it based on management structure [18], [19], [20]

The European Union takes into account three criteria which are; a number of employees, annual turnover, and annual balance sheet [21] to determine whether an enterprise is a micro, small or medium-sized, as represented in Table 2. 1

Table 2.1: Definition of small and medium-sized enterprises, according to the European Union standards

Enterprise category	Headcount: (AWU)	Annual turnover, EUR	Annual balance sheet total, EUR
Medium enterprise	< 250	≤ 50 million	≤ 43 million
Small enterprise	< 50	≤ 10 million	≤ 10 million
Micro enterprise	≤ 10	≤ 2 million	≤ 2 million

Source: OECD 2015 [19]

With the introduction of the National Policy on SMEs, Nigeria adopts a classification based on dual criteria, employment and assets (excluding land and buildings), as shown in table 2.2.

Table 2.2 Definition of SME in the Nigerian Context

S/N	Size Category	Employment	Asset(=N=Million) (excl.land & building)
1	Micro	Less than 10	Less than 5
2	Small	10-49	5- less than 50
3	Medim	50-199	50 -less than 500

Source: SMEDAN [11]

Most micro and small businesses are significantly smaller than what is highlighted above, employing not more than a few employees due to their peculiar features, mainly in Nigeria, where there is a high unemployment rate. For this research work, micro and small business are defined as productive/

economic activity that does not require any significant investments that one or two people can run without creating a big company with more workers.

From the literature, Small scale businesses display a set of characteristics that set them apart from their larger competitors. Such characteristics include; Few employees, small market area, a sole managerial control [21]. It has been reported that micro and small scale enterprises account for 99% of all businesses [22]. As a result, it has greatly contributed to the nation, the immediate community where they are located, individuals, and the lives of business owners themselves both in the developed and developing nations. Its contributions includes; promotion of more inclusive and sustainable growth, increasing economic resilience and social cohesion., helping develop local technology and indigenous entrepreneur, mobilisation of local savings, linkages with more prominent industries and many more [21], [23].

III. THEORETICAL REVIEW

This study was anchored on Social exchange theory being one of the major theories of social interaction in the social sciences. The genesis of social exchange theory goes back to 1958 when American sociologist George Homans published an article entitled "Social Behavior as Exchange." Homans devised a framework built on a combination of behaviorism and basic economics.

Social exchange theory is based on the notion that a relationship between two people is created through cost-benefit analysis. The foundation of social exchange theory rests on several core assumptions regarding human nature and the nature of relationships. The first assumption is that humans tend to seek out rewards and avoid punishments. Another tenet is the assumption that a person begins an interaction to gain maximum profit with minimal cost — the individual is driven by "what is in it for me?" A third assumption is that individuals tend to calculate the profit and cost before engaging. Finally, the theory assumes that people know that this "payoff" will vary from person to person and with the same person over time. The social exchange theory is

applied to many different situations. This field developed from demonstrating that reward–cost analyses could be applied to many social interactions to explicit theoretical descriptions for different forms of exchange and the formation of associated effects such as trust and reciprocity. Social Exchange Theory proposes that behaviors can be thought of as the result of cost-benefit analyses by people attempting to interact with society and the environment. If a person believes that they can extract more reward through behavior than they lose by performing it, the person will perform the behavior. Conversely, when the person feels that the cost will outweigh the benefit, the behavior will not be performed.

While the theory can measure relationships, it can also be applied to determine the balance within a friendship. A person's expectations, as set by comparison levels, allow the theory to be viewed on a sliding scale, one that adjusts on an individual basis. If an individual's relationship samples are set on a certain level, he or she will tend to use this level as a baseline for future relationships. Employees only provide the necessary degree of commitment if they are treated with sufficient consideration in return. Work-life balance policies are perceived as an indication of concern for employees' welfare and could engage employee commitment [24]. Social exchange theory is considered relevant in explaining the relationships hypothesised in this study. If any of the work-life balance policies are experienced by employees, there will be a feeling of obligation that will result in commitment, leading to the Performance of MSMEs in Ondo State, Nigeria. Employees only provide the necessary degree of commitment if they are treated with sufficient consideration in return. Work-life balance policies are perceived as an indication of concern for employees' welfare and, as such, could assist in engaging employee commitment [24]

IV. EMPIRICAL REVIEW

- Job Sharing Practices and Organisational Performance

[7] investigated the effect of Job sharing and employees' performance in selected manufacturing companies in Kakamega County, Kenya-A case of West Kenya Sugar Company Limited. The study

used questionnaires and an interview schedule to collect data from 183 respondents. Descriptive and inferential analyses were conducted. A simple linear regression model was used for inferential analysis. The study found out that job sharing significantly affects employee performance. Although the study was conducted only in the manufacturing industry,

[25] examined the influence of work-life balance practices on Nigerian university employees' productivity. They used a structured questionnaire to collect data from 341 respondents, analysed using descriptive and inferential statistics. Their findings revealed that there is a significant effect of work-life balance on employees' productivity. Their results also indicated a moderate positive relationship between flex time, job sharing, and telework on employees' productivity.

[4]examined the relationship between job sharing and organisational Performance of Telecommunication companies in Rivers State. Primary data was collected from 69 respondents using self-administered questionnaire. Descriptive and inferential statistics were used to analyse the data. Hypotheses were tested using Spearman Correlation statistics at a 95% confidence interval and a 0.05 level of significance. The study findings revealed that there is a positive significant relationship between job sharing and organizational performance of telecommunication companies in Rivers State. The study recommends that telecommunication companies should adopt flexible work practices that encourage job sharing as a form of flexibility,

V. METHODOLOGY

The study area is in Ondo State, Nigeria. This research adopted a quantitative technique. Job sharing practices was hypothesized to have effect on the performance of micro and small-scale enterprises. This research used primary data involving the use of modified structured questionnaires adapted from the previous studies in alignment with the study objectives and aims meant to explore. Even though all the items that made up the variables of this study were adapted, they were still factor-analysed to further ascertain the construct and content validity of the research instrument [26] The KMO was 0.859.

Seven items rated on a Likert scale ranging from 1 'strongly disagree' to 5 'strongly agree' were used to measure job sharing with respondents answering in line with the extent to which they agree to disagree with the statement in the question. The reliability testing in this study was benchmarked at Cronbach alpha coefficient. A general accepted rule is that α of 0.6-0.7 indicates an acceptable level of reliability the results of the reliability testing indicate that all the variables investigated in this study attained acceptable and recommended alpha level of 0.65.

The study population consist of existing formal and informal micro and small businesses with various economic activities located across Ondo State of Nigeria. The study frame includes both owners with or without employees, managers, and employees. Purposive sampling method was used to select 324 participants.

Descriptive and inferential analysis were conducted using Statistical Package for the Social Sciences (SPSS). Simple linear regression model was formulated for inferential analysis to assess the effect (s) of job sharing on Organisational performance. The tests were carried out at a 95% confidence interval and a 0.05 level of significance

VI. DATA ANALYSIS

A total number of four hundred questionnaire were distributed out of which three hundred and twenty four were retrieved representing 81% response rate. 19 percent accounted for the rest of the questionnaires that were not retrieved or not properly filled. Data gathered through the questionnaire were subjected to frequency counts presented in percentage form.

Descriptive statistics for job sharing reveal an overall mean score of 4.14 (SD= .53588). This shows a positive perception of job sharing among micro and small scale enterprise in the study area. In order to make inferences from the population based on the data collected for this study, the hypothesized relationship was tested using linear regression statistics. Prior to that, the appropriateness and suitability of model to fitting the data was subjected

to diagnostic examinations so as to avoid violation of the necessary assumptions of regression statistics

H_1 = there is a significant relationship between Job sharing and organizational performance in micro and small scale enterprises in Ondo State

The hypothesis tests if Job sharing carries a significant impact on organizational performance. The dependent variable (EP) was regressed on the predicting variable (JS) to test the hypothesis. JS significantly predicted OP, $F(1, 339) = 76.815$, $P < 0.0005$ which indicates that JS can play a significant role in shaping OP ($\beta = 0.243$, $p < 0.0005$). This results clearly direct the positive affect of the organizational performance. Moreover, the $R^2 = 0.185$ depicts that the model explains 18.5% of the variance in organizational performance. Therefore, based on empirical findings, the alternate hypothesis stated was upheld. Thus, there is a significant relationship between Job Sharing and organizational performance of micro and small scale enterprises in Ondo State

VII. CONCLUSION AND RECOMMENDATIONS

The study found out that job sharing significantly affected employee performance in the study area. Hence, the study rejected the null hypothesis and concluded that job sharing positively affect employee performance in the micro and small scale enterprises in Ondo State. On the basis of the findings and conclusion drawn from the study, it is recommended that Job sharing should be embraced in the micro and small scale enterprises in Ondo State to enhance stability between occupation and management of life outside work to enhance performance.

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