

Effect of Flexible Work Arrangements On Organisational Performance in ECOWAS Court of Justice in Nigeria

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Abstract: *This study examined the effect of flexible work arrangements on organisational performance in the ECOWAS Court of Justice in Nigeria, with specific focus on flexitime, teleworking, and compressed work schedule. The study was motivated by the growing adoption of flexible work practices and the limited evidence on their performance implications in formal judicial institutions, particularly within the African public-sector context. Anchored on the Job Demands–Resources theory, the study adopted a descriptive cross-sectional survey design and a quantitative approach. Data were collected from staff of the ECOWAS Court of Justice through a structured questionnaire, and 107 valid responses were analysed using descriptive statistics, Pearson correlation, and multiple regression analysis. The findings revealed that flexible work arrangements do not affect organisational performance uniformly. Flexitime had a positive and statistically significant effect on organisational performance and emerged as the strongest predictor. Teleworking also had a positive and significant effect on organisational performance. In contrast, compressed work schedule did not have a significant independent effect when other predictors were controlled for. The regression model explained 56.4% of the variance in organisational performance, indicating substantial explanatory power. The study concludes that flexible work arrangements can enhance organisational performance in the ECOWAS Court of Justice, but their effectiveness depends on the form of flexibility adopted and its fit with institutional demands. The study recommends the formal strengthening of flexitime and teleworking policies, while cautioning against the broad adoption of compressed work schedule without clear operational justification. The study contributes to the literature by extending flexible work research to an underexamined African judicial context and by showing that the performance effects of workplace flexibility are context dependent rather than universal.*

Keywords: flexible work arrangements; organisational performance; flexitime; teleworking; compressed work schedule

INTRODUCTION

Flexible work arrangements have ceased to be peripheral employment practices and have become central questions of organisational design, managerial control, and institutional effectiveness. As work has become increasingly digital, spatially dispersed, and less tied to conventional office routines,

organisations have had to reconsider how performance is generated, monitored, and sustained. **Mahadevan et al. (2025)** argue that remote and digitally mediated work is now embedded in the structural transformation of contemporary organisations, while McPhail et al. (2024) show that post-pandemic work arrangements have fundamentally altered assumptions about productivity, supervision, and workplace presence. The central issue is therefore no longer whether flexibility is possible, but whether it can enhance organisational performance without weakening coordination, accountability, and institutional discipline.

The empirical evidence offers both promise and caution. Çivilidağ and Durmaz (2024) report a significant positive relationship between flexible working arrangements and employee performance, suggesting that flexibility can support productivity under favourable conditions. Yet the literature has not produced a settled conclusion. In a cross-national study, Berkery et al. (2025) show that the effect of flexi-time on organisational outcomes varies with legislative and cultural context rather than following a universal pattern. That tension is analytically important because it suggests that the consequences of flexibility are contingent, not automatic, and that the relationship between flexible work arrangements and organisational performance remains unresolved in formal institutional settings.

The unresolved character of the debate becomes more pronounced in the public sector, where performance must be assessed not only in terms of output, but also in terms of timeliness, procedural reliability, continuity, and public value. Mele et al. (2023) show that telework research in public organisations has expanded considerably, but remains fragmented and uneven in its treatment of performance outcomes. More focused empirical studies reinforce that caution. Metselaar et al. (2023) found that teleworking in a Dutch public organisation improved perceived performance indirectly through autonomy and work–life balance satisfaction, whereas Lewis et al. (2024) demonstrates that frequent telework among U.S. federal workers increased satisfaction and reduced turnover intentions rather than establishing a simple direct productivity effect. Public-sector evidence therefore does not justify either blanket advocacy or blanket rejection of flexible work; it points instead to the need for institution-specific analysis.

That need for contextual precision is especially acute in the ECOWAS Court of Justice in Nigeria. According to an official Court update issued in August 2025, the Court had, by the end of July 2025, recorded 748 filed cases, 487 judgments, and 147 rulings, signalling a substantial and continuing institutional workload. In such a setting, performance cannot be reduced to narrow notions of employee productivity alone. Virani and van der Wal (2023) emphasise that public-sector performance must be interpreted in relation to institutional logic, governance design, and performance expectations specific to the organisation concerned. The ECOWAS Court is therefore not merely an administrative workplace; it is a judicial institution in which legal rigour, confidentiality, inter-unit coordination, timeliness, and continuity of service are integral to organisational performance.

The problem addressed by this study arises from the mismatch between the current literature and the institutional realities of the Court. Although flexible work arrangements are increasingly promoted as pathways to greater wellbeing and organisational effectiveness, the evidence remains heavily weighted toward telework, Western public administrations, and employee-centred outcomes such as satisfaction,

wellbeing, or turnover intentions. Research on compressed work schedules remains mixed, with Bernstrøm et al. (2025) showing that the consequences of compressed workweeks are uncertain across longitudinal evidence, while Mühl and Korunka (2024) found improvements in work–life balance without a corresponding clear increase in perceived productivity. At the same time, Buick et al. (2024) demonstrate that managerial support for flexible working varies sharply even within the same public-sector setting, suggesting that policy existence alone is not enough to guarantee performance benefits. The critical gap, therefore, is not simply whether flexibility exists, but whether flexitime, teleworking, and compressed work schedule can coexist with strong organisational performance in a formal judicial institution.

This study responds to that gap by examining the effect of flexible work arrangements on organisational performance in the ECOWAS Court of Justice in Nigeria, with particular emphasis on flexitime, teleworking, and compressed work schedule. Specifically, the study seeks to examine the effect of flexitime on organisational performance, determine the effect of teleworking on organisational performance, and assess the effect of compressed work schedule on organisational performance in the Court. In line with these objectives, the study tests three null hypotheses: that flexitime has no significant effect on organisational performance; that teleworking has no significant effect on organisational performance; and that compressed work schedule has no significant effect on organisational performance in the ECOWAS Court of Justice in Nigeria. The study contributes to the literature by extending flexible work research into an under-examined African judicial context, by analysing three dimensions of flexibility within a single model, and by positioning organisational performance as an institutional outcome rather than as an employee attitude alone.

Against this background, this study examines the effect of flexible work arrangements on organizational performance in the ECOWAS Court of Justice in Nigeria, with particular emphasis on flexitime, teleworking, and compressed work schedule. Specifically, the study seeks to:

- i. examine the effect of flexitime on organizational performance in the ECOWAS Court of Justice in Nigeria;
- ii. determine the effect of teleworking on organizational performance in the ECOWAS Court of Justice in Nigeria; and
- iii. assess the effect of compressed work schedule on organizational performance in the ECOWAS Court of Justice in Nigeria.

LITERATURE REVIEW

Conceptual Review

Flexible Work Arrangements

Flexible work arrangements are best understood as organisational practices that alter the conventional boundaries of work in terms of when, where, and, in some cases, how long work is performed. Vohra et al. (2024) show that contemporary flexible working research spans infrastructural, employer-

oriented, socio-cultural, and employee-centred dimensions, while Harrop et al. (2026) demonstrate that the outcomes of flexibility vary according to the form of flexibility and the extent of actual use. The concept is therefore broader than any single work policy and must be understood as a multidimensional work design system.

In institutional settings, flexible work arrangements operate not simply as benefits but as mechanisms that redistribute discretion, control, and coordination across work processes. Mahadevan et al. (2025) explain that remote and digitally mediated work has transformed organisational structures, while McPhail et al. (2024) note that flexible work now raises direct questions about productivity, supervision, and sustainability. In the context of the present study, flexible work arrangements refer to formal or semi-formal work designs that give staff of the ECOWAS Court of Justice greater temporal or spatial discretion without undermining institutional obligations. Flexible work arrangements in this study therefore mean regulated work designs that permit variation in time or location of work while preserving the Court's operational discipline.

Flexitime

Flexitime refers to a regulated work arrangement that allows employees some discretion over starting and finishing times within approved organisational boundaries. Berkery et al. (2025) show that the organisational value of flexi-time depends heavily on institutional and national context, while Hsu et al. (2024) demonstrate that employees use flexible working arrangements more effectively when they are proactive and able to manage work-family boundaries. Flexitime is therefore not unrestricted time freedom but structured temporal flexibility within a formal system of expectations. In formal institutions, flexitime must be assessed not only in terms of convenience but also in relation to coordination, coverage, and service delivery requirements. Avgoustaki and Cañibano (2025) highlight that flexibility may operate differently when it is formally structured than when it is informally negotiated, whereas Naqshbandi et al. (2024) show that work engagement and job performance depend on how flexible practices interact with broader work design conditions. In the context of the ECOWAS Court of Justice, flexitime denotes regulated discretion over reporting and closing time granted in ways that do not weaken workflow, responsiveness, or accountability. Flexitime in this study therefore means controlled variation in daily work timing within the institutional limits of the Court.

Teleworking

Teleworking refers to the performance of assigned work tasks outside the conventional office location through the use of digital and communication technologies. Mele et al. (2023) show that telework in public organisations has become an important research field, while Perego and Belardinelli (2024) demonstrate that different teleworking configurations affect commitment, relatedness, and work enjoyment in distinct ways. Teleworking should therefore be treated as a formal work arrangement shaped by technology, supervision, and role suitability rather than as a simple change of location. In a judicial institution, teleworking can expand autonomy and reduce commuting pressures, but it can also alter communication patterns, document handling, and coordination demands. Giauque et al. (2022) found that collaboration, work-life balance, and autonomy shaped perceived performance under

telework, whereas Metselaar et al. (2023) show that teleworking from home improved perceived performance through autonomy and work-life balance satisfaction. In the context of the ECOWAS Court of Justice, teleworking refers to the formal execution of some or all official duties away from the Court's premises while remaining digitally connected to institutional processes and supervision. Teleworking in this study therefore means technology-enabled off-site work performed under the operational authority of the Court.

Compressed Work Schedule

A compressed work schedule refers to an arrangement in which employees complete their standard weekly work hours across fewer working days by extending the number of hours worked per day. Munyon et al. (2023) frame compressed workweeks as arrangements that can benefit both employees and organisations when deliberately designed, while Mühl and Korunka (2024) show that a four-day compressed work schedule may improve work-life balance and reduce fatigue without automatically increasing perceived productivity. The essential feature of compressed work schedule is therefore not fewer hours, but fewer workdays for the same weekly obligation. The practical significance of compressed schedules depends on workload intensity, fatigue thresholds, and the continuity requirements of the institution concerned. Bernstrøm et al. (2025) conclude that the consequences of compressed workweeks remain mixed across longitudinal studies, whereas Mühl and Korunka (2024) indicate that the effects of compressed scheduling are shaped partly by employee expectations. In the context of the ECOWAS Court of Justice, compressed work schedule denotes a structured arrangement through which official work obligations are discharged over fewer days without reducing total weekly hours. Compressed work schedule in this study therefore means a formally regulated redistribution of weekly work hours into fewer but longer workdays.

Organisational Performance

Organisational performance in public institutions is a multidimensional construct that cannot be reduced to profit or narrow labour output alone. Virani and van der Wal (2023) argue that public-sector performance systems must reflect the institutional and motivational logics of public organisations, while Giauque et al. (2022) show that perceived performance in public administration is influenced by autonomy, collaboration, work-life balance, and organisational climate. The concept must therefore be interpreted more broadly than simple productivity counts or employee satisfaction scores. In high-responsibility public institutions, performance involves the capacity to deliver timely, accurate, coordinated, and procedurally reliable work outcomes. Lewis et al. (2024) show that telework can influence several work-related outcomes in federal institutions, whereas Barton et al. (2026) demonstrate that performance may also depend on the fairness and emotional effects of work design across the organisation. In the context of the ECOWAS Court of Justice, organisational performance refers to the extent to which staff and internal processes enable timely, accurate, responsive, confidential, and coordinated execution of judicial and administrative responsibilities. Organisational performance in this study therefore means the effective and reliable discharge of the Court's legal and administrative functions.

Conceptual Framework

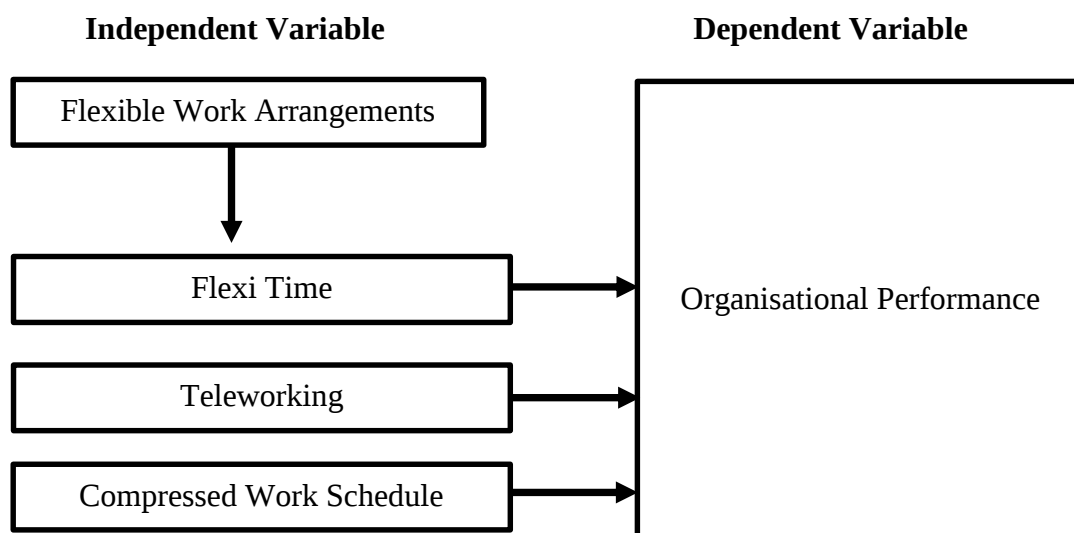


Figure 2.1: Flexible Work Arrangements and Organisational Performance

Source: Authors' Compilation (2026)

Theoretical Review

This study is anchored on the Job Demands-Resources (JD-R) Theory. Bakker et al. (2023) explain that every work environment contains job demands and job resources, and that the interaction between these two conditions shapes employee wellbeing, motivation, and performance. Demerouti and Bakker (2023) further show that the theory remains particularly useful in periods of organisational change and work redesign. The theory is therefore appropriate for explaining how flexible work arrangements may simultaneously create resources that support performance and demands that weaken it. The JD-R framework is especially suitable for this study because flexitime, teleworking, and compressed work schedule directly alter the balance between job demands and job resources. Naqshbandi et al. (2024) show that work engagement and job performance in hybrid contexts depend on how work arrangements influence motivation and performance pressure, while Peiró et al. (2024) demonstrate that supervisory performance under telework is shaped by telework-related resources, demands, and satisfaction. The theory therefore provides a coherent explanation of why flexibility may produce positive outcomes in one setting and adverse outcomes in another.

The theory is also appropriate for the ECOWAS Court of Justice because organisational performance in such an institution depends on timeliness, coordination, confidentiality, discipline, and effective execution of legal and administrative tasks. Veith et al. (2025) argue that telework experiences are best understood through a JD-R lens because the same arrangement may function as support in one context and strain in another, while Virani and van der Wal (2023) emphasise that public-sector performance must be assessed in relation to institutional purpose. The JD-R theory therefore provides the most

suitable theoretical basis for explaining how flexitime, teleworking, and compressed work schedule may affect organisational performance in the ECOWAS Court of Justice in Nigeria.

Empirical Review

Giauque et al. (2022) examined the effect of forced teleworking on engagement, exhaustion, and perceived performance in a Swiss cantonal public administration. The study used a cross-sectional survey design and covered a population of 3,223 employees. From this population, 1,373 respondents were obtained through an organisation-wide census invitation and data were collected with an online questionnaire. The data were analysed using OLS regression and related survey statistics. The findings showed that autonomy, collaboration, and work-life balance improved perceived performance, whereas exhaustion reduced it. The study is relevant because it connects telework with public-sector performance, but it differs from the present study by focusing only on teleworking rather than on flexitime, teleworking, and compressed work schedule together.

Doberstein and Charbonneau (2022) investigated whether pandemic-induced telework increased work alienation among public servants and what factors reduced such alienation. The study adopted a survey design involving a panel of 605 teleworking public servants and a representative sample of 1,001 Canadian teleworkers. Data were collected through a structured questionnaire and analysed with multivariate regression techniques. The findings revealed that extroversion increased alienation, whereas conscientiousness and autonomy reduced it. The authors recommended less micromanagement and more autonomy in teleworking systems. The study is relevant to the present research because it addresses telework in the public sector, but it differs because its outcome variable is alienation rather than organisational performance.

Günther et al. (2022) assessed the joint role of telework-oriented HRM practices and leadership in shaping teleworker wellbeing during the pandemic. The study employed a quantitative survey design through an organisational employee survey. Data were collected with a questionnaire measuring wellbeing, HRM support, and leadership, and the analysis relied on mediation-based multivariate modelling. The findings showed that supportive HRM practices and leadership reduced social isolation and psychological strain among teleworkers. The authors therefore recommended integrated HRM and leadership systems to support telework implementation. The study is relevant because it explains conditions under which flexible work succeeds or fails, but it differs from the present study because it focuses on wellbeing rather than organisational performance.

Fischer et al. (2023) explored how individual and organisational resources influenced public employees' resilience under working-from-home conditions in Germany. The study adopted a quantitative survey design and initially drew on 1,189 public employees. After data screening, 380 responses were retained for analysis and information was collected through an online employee questionnaire. The data were analysed with survey-based multivariate modelling to examine the role of resources in resilience and work functioning. The findings showed that resilience and work functioning improved when digital and organisational resources were strong. The study is relevant because it examines flexible work in a formal public institution, but it differs from the present study

by focusing on resilience rather than the combined performance effects of the three flexible work dimensions.

Metselaar et al. (2023) investigated whether teleworking from different locations outside the office affected perceived performance through autonomy and work–life balance satisfaction. The study adopted a cross-sectional survey design in a Dutch public organisation. Data were obtained from 873 employees through an organisation-wide online survey and analysed using structural equation modelling. The findings showed that working from home improved performance indirectly through autonomy and work–life balance satisfaction. The authors recommended teleworking policies that deliberately enhance autonomy and work–life balance. The study is closely related to the present research because it links teleworking to performance in a public organisation, but it differs by focusing only on teleworking.

Straus et al. (2023) examined how remote workers' resources shaped wellbeing, perceived productivity, and engagement during the COVID-19 period. The study adopted a longitudinal diary design using a remote-worker panel survey and repeated diary questionnaires. Although the accessible extract does not clearly state the full population and exact sample size, it confirms a diary-based empirical design analysed with longitudinal modelling. The findings showed that self-efficacy and social support improved engagement and perceived productivity over time. The authors recommended HR interventions that strengthen social support and personal resources among remote workers. The study is relevant because it links flexibility to productivity-related outcomes, but it differs from the present study by focusing on individual wellbeing and diary-level variation rather than institutional performance.

Metselaar et al. (2023) also conducted a longitudinal panel study on servant leadership, work–life balance satisfaction, and performance in a public organisation during the COVID-19 period. The study used a panel survey design and analysed 293 respondents within one public organisation. Data were analysed using panel modelling and longitudinal regression techniques. The findings showed that supportive leadership remained important for performance under disrupted work conditions. The authors recommended sustained supportive leadership in flexible and remote work settings. The study is relevant because it addresses performance in a public-sector setting, but it differs from the present study because leadership, rather than flexible work arrangements, was the main predictor.

Uhlig et al. (2023) examined how the cognitive demands of flexible work influenced cognitive flexibility, work engagement, and fatigue after a shift towards more flexible work. The study adopted a two-wave survey design with a sample of 279 employees drawn through an organisation-based employee survey. Data were collected on work-time planning, work-place planning, work-task planning, coordination, engagement, and fatigue, and analysed with structural equation modelling. The findings showed that planning work times and places improved cognitive flexibility, while coordination demands were positively linked to engagement. The authors recommended flexible-work designs that reduce unnecessary cognitive strain. The study is relevant because it highlights how work

design shapes outcomes under flexibility, but it differs from the present study because it focuses on cognitive flexibility and fatigue rather than organisational performance.

Munyon et al. (2023) examined the organisational conditions under which compressed workweeks become successful for both employees and employers. The study reported an empirical field-based design and relied on applied field evidence and organisational data. Although the accessible summary does not specify the exact population or sample size, the analysis centred on evaluating implementation conditions and outcomes. The findings showed that compressed workweeks can improve employee and organisational outcomes when carefully designed and managed. The authors recommended deliberate implementation rather than symbolic or superficial adoption. The study is directly relevant to the compressed work schedule dimension of the present research, but it differs because it does not focus on a public judicial institution or on the broader organisational performance construct used here.

Lewis et al. (2024) examined the impact of telework on the satisfaction of U.S. federal workers and on turnover intentions. The study adopted a quasi-experimental design using data from the 2012–2015 and 2020 Federal Employee Viewpoint Surveys. The federal employee survey system served as the sampling frame, while the standard FEVS questionnaire was used as the instrument. The data were analysed through quasi-experimental modelling and multivariate analysis. The findings showed that frequent telework improved job, supervisor, co-worker, and fairness satisfaction and reduced turnover intentions. The study is relevant because it is situated in the public sector, but it differs from the present study because it focuses on satisfaction and turnover rather than organisational performance.

Perego and Belardinelli (2024) examined the effects of different teleworking arrangements on commitment, relatedness, and work enjoyment among public employees in Italy. The study adopted a survey-in-the-field experimental design involving 500 civil servants. Data were collected with a structured vignette questionnaire using scenario assignment and analysed through experimental comparison statistics across telework scenarios. The findings showed that mixed office-and-home teleworking arrangements improved relatedness and commitment more than extreme all-office or all-home arrangements. The authors recommended moderation in telework scheduling to preserve positive employee attitudes. The study relates to the present research through its teleworking focus, but it differs because it concentrates on employee attitudes rather than organisational performance.

Buick et al. (2024) explored managerial approaches to supporting flexible working in the Australian Public Service and the implications for employee wellbeing. The study adopted a qualitative design, used a purposive organisational sample, and relied mainly on interview-based fieldwork. Although the accessible abstract does not disclose the full population and exact sample size, the data were analysed using thematic analysis. The findings identified four support patterns, ranging from unconditional support to performance-contingent support and outright non-support. The authors recommended manager training to reduce inconsistency in the implementation of flexible work. The study is relevant because managerial support shapes the effectiveness of flexible work, but it differs from the present study because it emphasises wellbeing and managerial interpretation rather than quantitative testing of organisational performance.

Hsu et al. (2024) investigated whether proactive employees use flexible working arrangements to reduce work–family conflict and under what conditions such use is effective. The study adopted a two-time-point survey design with a sample of 217 employees. Data were collected on proactive personality, flexitime use, boundary permeability, and work–family conflict and analysed using hierarchical regression and bootstrapped mediation tests. The findings showed that proactive employees used flexitime more effectively to reduce work–family conflict. The authors recommended that organisations promote active and informed use of flexible work policies. The study is relevant because it focuses on flexitime, but it differs from the present study because work–family conflict, rather than organisational performance, was the dependent variable.

Mühl and Korunka (2024) assessed the effects of a four-day compressed work schedule on time pressure, fatigue, perceived productivity, and work-life balance in a construction company. The study adopted a longitudinal design with a sample of 247 employees drawn through a company-based survey panel. Data were collected with repeated employee questionnaires and analysed using Latent Change Score Modelling. The findings showed that work-life balance improved and fatigue decreased, while perceived productivity remained stable rather than increasing. The authors recommended careful expectation management when introducing compressed schedules. The study is directly relevant to the compressed work schedule dimension of the present research, but it differs because it was conducted in a private construction setting rather than in a public judicial institution.

Toscano et al. (2025) examined whether working from home or working at the office had different effects on daily job performance within a hybrid arrangement. The study adopted a diary design involving 203 employees who completed surveys over eight consecutive workdays. Data were collected on daily work location, concentration, engagement, isolation, and job performance and analysed through multilevel mediation techniques. The findings showed that working from home improved job performance indirectly through concentration and engagement, although isolation weakened these gains. The authors recommended hybrid systems that preserve social connection while protecting focused work. The study is relevant because it links work location to performance, but it differs from the present study because it uses a daily diary design rather than an institution-level survey.

Berkery et al. (2025) analysed how flexi-time uptake affected absenteeism and turnover across 22 countries and how those effects varied by cultural and legislative context. The study adopted a cross-national cross-sectional design based on CRANET organisational survey data. The instrument captured flexi-time uptake and organisational outcomes, while the analysis employed cross-national regression, moderation, and curvilinear techniques. The findings showed that flexi-time produced stronger organisational benefits in culturally loose and legislatively supportive contexts. The authors recommended context-sensitive flexi-time policy design rather than universal application. The study is directly relevant to flexitime, but it differs from the present study because it uses absenteeism and turnover as outcomes rather than organisational performance in a single judicial institution.

Avgoustaki and Cañibano (2025) examined whether employee wellbeing differed when flexibility came through formal flexible work arrangements or informal flexibility i-deals. The study adopted an employee survey design and used measures of formal flexibility, informal flexibility, work effort, and wellbeing. Although the accessible abstract does not state the exact population and sample size, it confirms an empirical employee-level study analysed with mediation-oriented modelling. The findings showed that informal flexibility i-deals had stronger positive associations with wellbeing than formal policies alone. The authors recommended that organisations pay attention to the informal use of flexibility and not merely to written policies. The study is relevant because it sharpens understanding of flexibility arrangements, but it differs from the present study because wellbeing, rather than organisational performance, is the primary outcome.

Barbieri et al. (2025) examined the cognitive benefits and costs of remote flexible work in the Italian public sector. The study adopted a quantitative survey design with 484 public employees. Data were collected through a public-employee survey measuring planning of work tasks, planning of work times, coordination demands, home-based performance, and job satisfaction. The data were analysed through structural equation modelling to assess the relationship between remote work design and outcomes. The findings showed that better planning of work times and tasks improved home-based performance and job satisfaction. The study is relevant because it addresses performance in a public-sector context, but it differs from the present study because it emphasises remote-work planning mechanisms rather than the combined flexible work dimensions examined here.

Wu et al. (2025) examined how employees' attributions regarding co-workers' flexible work arrangements influenced collegiality and task performance. The study adopted a three-wave online survey design with a sample of 376 employees obtained through a non-probability online employee survey. Data were collected on co-worker FWA attributions, collegiality, and task performance and analysed using hierarchical multiple regression. The findings showed that productivity-based attributions improved collegiality and task performance, whereas personal-affairs attributions weakened those outcomes. The authors recommended transparent communication about the reasons for granting flexible work arrangements. The study is relevant because it addresses performance consequences of flexibility, but it differs from the present study because it focuses on co-worker interpretation rather than direct institutional effects.

Barton et al. (2026) investigated whether unequal access to telework within firms reduced firm performance through lower collective positive affective tone. The study adopted a multisource cross-sectional organisational design involving 26,783 employees across 186 companies, with a 74% employee response rate. The sampling approach combined two employee surveys and top-management reports, and the data were analysed using multiple regression and multilevel structural equation modelling. The findings showed that greater inequality in telework access reduced collective positive affective tone and firm performance, although stronger organisational identification softened the negative effect. The authors recommended reducing unjustified disparities in telework access across the organisation. The study is relevant because it connects teleworking to performance, but it

differs from the present study because it is a multi-company firm-level analysis rather than a court-based institutional study.

Literature Gap

Although recent empirical studies have expanded understanding of flexible work arrangements, the dominant evidence remains concentrated in Western public administrations and highly digitised organisational environments. Giaque et al. (2022), for instance, examined teleworking in a Swiss public administration, while Lewis et al. (2024) focused on U.S. federal workers and Metselaar et al. (2023) concentrated on a Dutch public organisation. These studies have improved understanding of autonomy, teleworking, and employee outcomes, yet they do not resolve how flexible work arrangements operate in African regional judicial institutions, where organisational performance depends on legal procedure, record sensitivity, administrative coordination, and service continuity. A clear contextual gap therefore exists because findings from technologically mature and institutionally different environments cannot be assumed to apply directly to the ECOWAS Court of Justice in Nigeria.

Hsu et al. (2024) examined flexitime and work-family conflict, while Mühl and Korunka (2024) focused on compressed work schedule and work-life balance, but much of the dominant evidence still treats flexible work largely through teleworking rather than through an integrated model of multiple flexibility dimensions. In addition, Doberstein and Charbonneau (2022) and Avgoustaki and Cañibano (2025) relied on outcomes such as alienation and wellbeing rather than on organisational performance in a fuller institutional sense. Existing studies therefore do not sufficiently explain whether different forms of flexibility jointly shape organisational performance in a formal institution whose effectiveness depends on timeliness, responsiveness, procedural discipline, and coordinated workflow.

A further gap concerns the conditions under which flexible work translates into performance outcomes. Buick et al. (2024) show that managerial support may vary even within the same public institution, while Barton et al. (2026) and Barbieri et al. (2025) demonstrate that fairness, work design, and cognitive structure shape the effects of telework on performance. Yet those conditional explanations have rarely been tested in court-like institutions where flexibility must coexist with confidentiality, legal support functions, document control, and interdependent administrative processes. The present study addresses that unresolved gap by examining flexitime, teleworking, and compressed work schedule together within the ECOWAS Court of Justice in Nigeria and by linking them directly to organisational performance rather than to employee attitudes alone.

METHODOLOGY

The study adopted a descriptive cross-sectional survey design and a quantitative approach. A cross-sectional design was appropriate because the study sought to examine the relationships among flexitime, teleworking, compressed work schedule, and organisational performance at a single point in time without manipulating the study environment. The quantitative approach was justified because the

objectives of the study required measurable evidence, statistical estimation of relationships, and formal hypothesis testing. This design is methodologically suitable for organisational studies in which the intention is to explain the extent to which identified predictors account for variation in a dependent variable within a real institutional setting.

The study was conducted at the ECOWAS Court of Justice, Abuja, Nigeria. The Court was selected because it is a formal regional judicial institution in which organisational performance depends on timeliness, coordination, confidentiality, procedural discipline, and continuity of service. The population comprised 136 employees of the Court. Because the population was finite and relatively small, Yamane's formula for finite populations was used to determine an appropriate sample size. The formula produced a minimum sample size of 101 respondents, after which an attrition allowance of 20% was added to accommodate possible non-response and unusable questionnaires. This adjustment yielded a final sample size of 121 respondents. A simple random sampling technique was adopted to ensure that each staff member had an equal and known chance of selection, thereby reducing selection bias and strengthening the representativeness of the sample.

Primary data were collected through a structured questionnaire. Section A elicited demographic information, while Section B measured the core study variables on a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. A structured questionnaire was appropriate because the study required standardised responses that could be coded consistently and analysed quantitatively across respondents. Items for flexitime were adapted from Berkery et al. (2025) and Hsu et al. (2024). These studies were selected because they directly operationalised regulated temporal flexibility and the effective use of flexible working time, making them suitable for measuring employees' discretion over reporting and closing time within formal organisational boundaries. Teleworking items were adapted from Metselaar et al. (2023) and Lewis et al. (2024), both of which examined telework in public-sector settings and provided empirically grounded indicators relevant to remote work practices, autonomy, and work-related outcomes. Compressed work schedule items were adapted from Mühl and Korunka (2024) and Munyon et al. (2023) because those studies specifically addressed the structure, implementation, and effects of compressed work schedules. Organisational performance items were adapted from Giauque et al. (2022) and Virani and van der Wal (2023), whose works were particularly relevant for capturing performance in public institutions beyond narrow productivity measures by emphasising responsiveness, coordination, procedural reliability, and institutional effectiveness. The use of adapted items from recent and conceptually aligned studies strengthened construct relevance and ensured that each variable was measured with indicators grounded in prior empirical scholarship.

Face and content validity were established through expert review and pilot testing. This procedure was justified because the instrument was adapted for a specific judicial and public-sector context and therefore required assessment of clarity, relevance, coverage, and contextual suitability before final administration. As a rule of thumb, an instrument is considered to possess acceptable face and content validity when knowledgeable reviewers judge the items to be clear, relevant, and adequately representative of the construct domain. The present study met this expectation because the items were adjudged clear, relevant, and representative of flexitime, teleworking, compressed work schedule, and

organisational performance in the ECOWAS Court of Justice. Reliability was assessed using Cronbach's alpha to determine the internal consistency of the instrument. The use of Cronbach's alpha was appropriate because the study employed multi-item Likert-type scales for latent constructs and therefore required an estimate of the extent to which the items for each construct measured the same underlying concept consistently. The commonly accepted rule of thumb is that a Cronbach's alpha coefficient of .70 or above indicates acceptable internal consistency, values of .80 or above indicate good reliability, and values of .90 or above indicate very high reliability. In this study, all constructs exceeded the minimum threshold of .70; accordingly, the instrument satisfied the rule of thumb for internal consistency and was considered reliable for the main survey.

Data were coded and analysed using SPSS. Descriptive statistics, including mean and standard deviation, were used to summarise the distribution of responses, while Pearson correlation analysis examined the direction and strength of the bivariate relationships among the variables. Multiple regression analysis was then employed to determine the individual and combined effects of flexitime, teleworking, and compressed work schedule on organisational performance. These techniques were appropriate because the study sought both to describe the data and to test explanatory relationships among the variables at the 5% level of significance.

The model for the study was specified as follows:

$$OP = \beta_0 + \beta_1 FT + \beta_2 TW + \beta_3 CWS + \varepsilon$$

where OP = Organisational Performance, FT = Flexitime, TW = Teleworking, CWS = Compressed Work Schedule, β_0 = constant, β_1 – β_3 = regression coefficients, and ε = error term.

RESULTS AND DISCUSSION

Table 1

Descriptive Statistics

Variable	N	M	SD	Variance	Skewness	Kurtosis
OP	107	2.6822	1.51470	2.294	.258	-1.433
FT	107	2.5234	1.49430	2.233	.412	-1.330
TW	107	2.2991	1.56745	2.457	.688	-1.235
CWS	107	2.5514	1.39564	1.948	.444	-1.077

Table 1 presents the descriptive statistics for organisational performance (OP), flexitime (FT), teleworking (TW), and compressed work schedule (CWS). The results show that all variables had 107 valid responses. Organisational performance recorded the highest mean score ($M = 2.68$, $SD = 1.51$), followed by compressed work schedule ($M = 2.55$, $SD = 1.40$), flexitime ($M = 2.52$, $SD = 1.49$), and teleworking ($M = 2.30$, $SD = 1.57$). Overall, the mean values were below the midpoint of 3.00, suggesting relatively low to moderate levels of agreement among respondents. The skewness values ranged from .26 to .69, indicating mild positive skewness, while the kurtosis values ranged from -1.43

to -1.08, suggesting relatively flat distributions. These values indicate no serious departure from normality.

Table 2
Correlation Matrix

Variable	OP	FT	TW	CWS
OP	1	.729**	.636**	.401**
FT	.729**	1	.734**	.525**
TW	.636**	.734**	1	.769**
CWS	.401**	.525**	.769**	1

Note. ** $p < .01$ (two-tailed).

Table 2 shows the Pearson correlation coefficients among the study variables. Organisational performance was positively and significantly correlated with flexitime, $r(105) = .729$, $p < .001$; teleworking, $r(105) = .636$, $p < .001$; and compressed work schedule, $r(105) = .401$, $p < .001$. This indicates that increases in flexible work practices were associated with higher organisational performance. The independent variables were also significantly intercorrelated: flexitime was positively related to teleworking, $r(105) = .734$, $p < .001$, and compressed work schedule, $r(105) = .525$, $p < .001$, while teleworking was positively related to compressed work schedule, $r(105) = .769$, $p < .001$. These results suggest substantial associations among the predictors, although the correlations remained below the conventional threshold for severe multicollinearity.

Table 3
Model Summary

Model	R	R ²	Adjusted R ²	SEE
1	.751	.564	.551	1.01443

Table 3 presents the model summary for the multiple regression analysis. The combined effect of flexitime, teleworking, and compressed work schedule on organisational performance was strong, with $R = .751$. The model explained 56.4% of the variance in organisational performance ($R^2 = .564$), and the adjusted R^2 of .551 indicates that the explanatory power of the model remained substantial after adjustment for the number of predictors. This suggests that the three dimensions of flexible work arrangements jointly contributed meaningfully to organisational performance.

Table 4
ANOVA

Source	SS	df	MS	F	p
Regression	137.203	3	45.734	44.443	.000
Residual	105.993	103	1.029		
Total	243.196	106			

The ANOVA results in Table 4 show that the regression model was statistically significant, $F(3, 103) = 44.44$, $p < .001$. This indicates that the model provided a significantly better fit than a model with no predictors and confirms that flexible work arrangements, taken together, significantly predicted organisational performance.

Table 5*Regression Coefficients*

Predictor	B	SE	β	t	p
Constant	.931	.228		4.083	.000
FT	.560	.097	.553	5.746	.000
TW	.345	.124	.357	2.790	.006
CWS	-.179	.111	-.165	-1.611	.110

Table 5 reports the individual contribution of each predictor. Flexitime made a positive and statistically significant contribution to organisational performance, $B = .560$, $SE = .097$, $\beta = .553$, $t = 5.75$, $p < .001$. This indicates that flexitime was the strongest predictor in the model. Teleworking also had a positive and statistically significant effect on organisational performance, $B = .345$, $SE = .124$, $\beta = .357$, $t = 2.79$, $p = .006$. In contrast, compressed work schedule did not make a statistically significant contribution, $B = -.179$, $SE = .111$, $\beta = -.165$, $t = -1.61$, $p = .110$.

The findings indicate that flexitime and teleworking significantly enhanced organisational performance in the ECOWAS Court of Justice in Nigeria, whereas compressed work schedule did not have a significant independent effect when the other predictors were controlled for. On this basis, the null hypotheses for flexitime and teleworking were rejected, while the null hypothesis for compressed work schedule was not rejected.

Hypotheses Evaluation**H01: Flexitime has no significant effect on organisational performance in the ECOWAS Court of Justice in Nigeria.**

The regression result for flexitime shows a positive unstandardised coefficient of $B = .560$, with a standard error of $.097$, a standardised beta coefficient of $\beta = .553$, a t value of 5.746 , and a probability value of $p < .001$. Since the probability value is less than the $.05$ level of significance, the null hypothesis was rejected. This indicates that flexitime had a statistically significant positive effect on organisational performance in the ECOWAS Court of Justice in Nigeria. The strength of this result is particularly notable because flexitime recorded the largest standardised beta coefficient among all predictors, making it the strongest unique predictor of organisational performance in the model. In

substantive terms, this means that a rise in flexitime was associated with a meaningful increase in organisational performance, even after controlling for teleworking and compressed work schedule.

H02: Teleworking has no significant effect on organisational performance in the ECOWAS Court of Justice in Nigeria.

The regression coefficient for teleworking was positive and statistically significant, with $B = .345$, $SE = .124$, $\beta = .357$, $t = 2.790$, and $p = .006$. Since the p value is less than .05, the null hypothesis was rejected. This result indicates that teleworking had a significant positive effect on organisational performance in the ECOWAS Court of Justice in Nigeria. Although its effect was not as strong as that of flexitime, teleworking still contributed independently and meaningfully to the prediction of organisational performance after the other variables were controlled. This confirms that teleworking was not merely correlated with performance at the surface level, but exerted a distinct explanatory effect within the regression model.

H03: Compressed work schedule has no significant effect on organisational performance in the ECOWAS Court of Justice in Nigeria.

The result for compressed work schedule shows an unstandardised coefficient of $B = -.179$, with a standard error of .111, a standardised beta coefficient of $\beta = -.165$, a t value of -1.611 , and a probability value of $p = .110$. Since the p value is greater than the .05 significance level, the null hypothesis was accepted. This means that compressed work schedule did not have a statistically significant effect on organisational performance in the ECOWAS Court of Justice in Nigeria. Although the correlation analysis showed a positive and significant bivariate relationship between compressed work schedule and organisational performance, that effect did not remain significant in the regression model after flexitime and teleworking were introduced. This indicates that compressed work schedule did not make a unique contribution to organisational performance beyond the effects already explained by the other forms of flexibility.

Discussion of Findings

The findings of this study show that flexible work arrangements do not influence organisational performance in a uniform manner; rather, their effects depend on the particular form of flexibility involved and the institutional conditions under which that flexibility is exercised. Specifically, flexitime and teleworking had significant positive effects on organisational performance, whereas compressed work schedule did not make a significant independent contribution. This pattern reinforces the central assumption of the Job Demands–Resources (JD-R) Theory that work arrangements are not inherently beneficial or harmful in themselves; their consequences depend on whether they increase job resources, intensify job demands, or do both simultaneously. Bakker et al. (2023) argue that employee performance improves when work conditions strengthen resources such as autonomy, support, and control over task execution, while Demerouti and Bakker (2023) maintain that periods of work redesign often produce mixed outcomes because the same intervention can reduce strain in one

context and create new pressures in another. The present findings reflect that logic clearly. In the ECOWAS Court of Justice, flexibility appears to support performance when it expands employee discretion without undermining workflow continuity, but it becomes less effective when it introduces demands that are difficult to reconcile with institutional coordination, timeliness, and procedural discipline.

The positive and statistically significant effect of flexitime suggests that temporal flexibility constitutes an important job resource within the Court. Under the JD-R framework, flexitime can be understood as a mechanism that increases employee control over work timing, reduces avoidable scheduling strain, and enables better alignment between task demands and available energy. In a formal judicial institution where work is time sensitive and often interdependent, such regulated control over reporting and closing time may help staff organise their responsibilities more efficiently while still preserving institutional order. This interpretation is consistent with Bakker et al. (2023), who identify autonomy and control as key resources that enhance motivation and performance, and with Naqshbandi et al. (2024), who show that work engagement and job performance in flexible settings depend on how work arrangements shape the balance between performance pressure and work resources. The result also aligns with Berkery et al. (2025), who found that flexi-time can generate favourable organisational outcomes when supported by appropriate institutional conditions, and with Hsu et al. (2024), who showed that flexible time arrangements become more beneficial when employees are able to use them effectively. In the context of the ECOWAS Court of Justice, the implication is that flexitime likely improves organisational performance because it offers controlled discretion rather than unrestricted freedom. It allows employees to manage time-related pressures more effectively while maintaining accountability, responsiveness, and procedural continuity.

The significant positive effect of teleworking similarly indicates that spatial flexibility can operate as a productive job resource when it is properly structured. From a JD-R perspective, teleworking may reduce certain job demands, such as commuting strain, interruptions, and rigid spatial constraints, while increasing resources such as autonomy, concentration, and task control. However, the theory also warns that teleworking can generate countervailing demands, including isolation, weakened coordination, and communication difficulties. The significance of teleworking in this study suggests that, within the ECOWAS Court of Justice, its resource-enhancing properties were more consequential than its strain-producing tendencies. This interpretation is supported by Metselaar et al. (2023), who found that teleworking improved perceived performance indirectly through autonomy and work-life balance satisfaction, and by Giauque et al. (2022), who reported that autonomy, collaboration, and work-life balance shaped perceived performance in a public administration context. It is also consistent with Fischer et al. (2023), who found that resilience and work functioning under working-from-home conditions improved where digital and organisational resources were strong, and with Peiró et al. (2024), who demonstrated that supervisory performance in telework settings depends on the interaction of telework-related demands, resources, and satisfaction. The current result therefore extends the public-sector telework literature by showing that, even in a formal judicial institution,

teleworking can support organisational performance when supported by adequate structures of communication, digital access, and managerial oversight.

By contrast, compressed work schedule did not significantly predict organisational performance once flexitime and teleworking were controlled for, and this non-significant result is theoretically and practically revealing. Within the JD-R framework, compressed work schedule may offer some resources, such as extended non-work time and improved work life balance, but it may also intensify job demands by concentrating the same workload into fewer but longer working days. In a court environment where continuity, responsiveness, document flow, and coordinated interaction across units are crucial, those intensified demands may outweigh or neutralise the benefits. Longer workdays may increase fatigue, reduce sustained attentiveness, and complicate handoffs and timing across interdependent functions. This interpretation is consistent with Mühl and Korunka (2024), who found that compressed work schedules improved work–life balance and reduced fatigue without producing a corresponding improvement in perceived productivity, and with Bernstrøm et al. (2025), whose systematic review concluded that the consequences of compressed workweeks remain mixed rather than uniformly positive. The present finding also suggests that the positive bivariate association between compressed work schedule and organisational performance was not strong enough to survive when more adaptive forms of flexibility were considered simultaneously. In other words, compressed work scheduling may carry some surface-level appeal, but it does not appear to provide the kind of sustained, performance-enhancing resource base required in the ECOWAS Court of Justice.

More broadly, the findings support the argument that organisational performance in public institutions must be interpreted in relation to institutional purpose rather than through generic assumptions about flexible work. Virani and van der Wal (2023) argue that performance in public-sector organisations must be aligned with the governance logic and service obligations of the institution concerned. That insight is especially relevant here because the ECOWAS Court of Justice is not a conventional administrative workplace; it is a judicial institution in which confidentiality, timeliness, procedural reliability, and coordinated service delivery are integral to performance. The significance of flexitime and teleworking suggests that flexibility is most beneficial when it preserves daily continuity and enhances employee capacity to meet these institutional expectations. By contrast, the non-significance of compressed work schedule suggests that flexibility becomes less effective when it disrupts the temporal rhythm on which judicial and administrative coordination depends. This finding also resonates with Mele et al. (2023), who note that evidence on flexible work in public organisations remains fragmented and must be interpreted cautiously, and with Buick et al. (2024), who show that the effectiveness of flexible work is shaped by managerial support rather than by policy existence alone. The present study therefore contributes to the literature by showing that, in an African judicial setting, the value of flexible work arrangements depends not simply on whether flexibility is available, but on whether that flexibility operates as a net job resource within the institutional environment.

The discussion indicates that the findings strongly support the relevance of the JD-R Theory to understanding flexible work arrangements in the ECOWAS Court of Justice. Flexitime and teleworking appear to function primarily as job resources that enhance autonomy, improve work

organisation, and support performance, whereas compressed work schedule appears to introduce a more problematic balance between resources and demands. The study therefore confirms the theoretical proposition that the performance consequences of work redesign depend on how particular arrangements reshape the resource-demand balance within a given organisational context. In practical terms, the results suggest that the Court is more likely to improve organisational performance through forms of flexibility that preserve operational continuity while granting controlled temporal or spatial discretion than through arrangements that compress working time into fewer days. The broader implication is that flexible work policy in formal public institutions should be selective, context-sensitive, and grounded in the operational logic of the institution rather than adopted as a uniform managerial reform.

CONCLUSION AND RECOMMENDATIONS

This study examined the effect of flexible work arrangements on organisational performance in the ECOWAS Court of Justice in Nigeria, with specific attention to flexitime, teleworking, and compressed work schedule. The findings show that flexible work arrangements do not exert a uniform effect on organisational performance. Rather, their value depends on the form of flexibility adopted and the extent to which it aligns with the operational realities of the institution. The regression results indicate that flexitime and teleworking had significant positive effects on organisational performance, while compressed work schedule did not have a significant independent effect. Flexitime emerged as the strongest predictor, suggesting that regulated temporal discretion is particularly beneficial in a formal judicial setting where timeliness, accountability, and workflow continuity are essential.

The findings also reinforce the argument that organisational performance in public institutions should not be interpreted through generic assumptions about workplace flexibility. In the ECOWAS Court of Justice, performance depends on confidentiality, procedural reliability, coordinated task execution, and continuity of service. Under such conditions, forms of flexibility that preserve daily operational flow while giving staff controlled discretion over time and location of work appear more beneficial than arrangements that compress work into fewer but longer days. The study therefore concludes that flexible work arrangements can enhance organisational performance in the Court, but only when they are carefully designed in ways that fit the institutional demands of a judicial organisation.

Based on the findings of the study, the following recommendations are made:

- i. The management of the ECOWAS Court of Justice should strengthen and formalise the use of flexitime as a core component of workplace policy.
- ii. Teleworking should be sustained and carefully institutionalised for roles and tasks that can be effectively performed outside the conventional office setting.
- iii. The Court should exercise caution in adopting compressed work schedule as a broad organisational policy.

Suggestions for Further Studies

Further studies should examine flexible work arrangements in other judicial and public-sector institutions in Nigeria and across West Africa in order to determine whether the pattern observed in the ECOWAS Court of Justice is institution specific or more broadly generalisable. Comparative studies across courts, ministries, and regional public bodies would deepen understanding of how institutional context shapes the performance effects of workplace flexibility.

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