



FLEXIBLE WORKING ARRANGEMENTS AND EMPLOYEE SATISFACTION IN KENYA PORTS AUTHORITY

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ABSTRACT

The purpose of this study was to examine the effect of flexible working arrangements on employee satisfaction in Kenya Ports Authority. Drawing on the positivist research philosophy, the study employed a correlational, cross-sectional survey research design to test the formulated research hypotheses. The study adopted descriptive research design, where 2913 employees of KPA were targeted. The study used Krejcie and Morgan formulae to determine a sample size of 291 employees of the organization and stratified sampling technique was also used. Structured questionnaires in form of Likert Scale was used to collect data from the respondents using drop and pick method. Both inferential and descriptive statistical tools was done using SPSS version 24, to analyze the collected data. The study found that there were positive and significant relationships between employee satisfaction and flexible job-sharing arrangement, flexible time working arrangement, flexible shift working arrangement and flexible workplace arrangement. It was also determined that there was a significant relationship between flexible time working arrangement practices and employee satisfaction ($r = 0.397$; $p=0.000$) and it was also revealed that an improvement of flexible time working arrangement practices would significantly contribute to improvement in employees' employee satisfaction ($\beta= 0.232$; $t= 4.333$; $p=0.000$). On the third objective, it was determined that shift work practices significantly affect employee satisfaction ($r= 0.418$; $p= 0.000$) and an improvement of shift work practices will significantly lead to employee satisfaction ($\beta=0.269$; $t=4.859$; $p=0.000$). On the final objective it was determined that flexible workplace arrangement significantly affects employee satisfaction ($r= 0.226$; $p= 0.000$) and an improvement of flexible workplace arrangement will significantly contribute to the improvement of employee satisfaction ($\beta=0.269$; $t=4.859$; $p=0.000$). Based on study analysis and findings, this study concluded that flexible work arrangements (flexible job-sharing arrangement, flexible time working arrangement, shift work practices and flexible workplace arrangement) significantly affects employee satisfaction and an improvement of each factor will significantly contribute to improved employee satisfaction. Managers should provide flexible work arrangements considerations such as giving employees flexibility on when to begin and end work as long as they meet the target since this influence's performance.

Key Words: Flexible Job-Sharing, Time Working, Shift Working, Workplace Arrangement

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INTRODUCTION

Before COVID 19 pandemic flexible work arrangements such as flexible workplace arrangement was already attractive to both employees and employers, since it improved productivity, better work-life balance for the employees and reduced cost for infrastructure and buildings. This idea was strengthened during the pandemic, as it was observed that flexibility in work is a viable solution, with some managers claiming that it increased employee productivity, which could lead to a reassessment of how people will work after the pandemic (Shang & Tang, 2020). Before the pandemic, discussions on the future of work-life were unclear and often questioned. COVID-19 forced a decision upon people, and with the world having to adapt quickly, many businesses opted to try flexible work arrangements (Bicket *al.*, 2020). During the past decades, in countries across the world, there have been important increases in the number of workers in flexible employment relationships to at least 17% in Europe and 16% in the U.S. in recent years (Huwset *al.*, 2019).

Globally, in the USA for instance, flexible work arrangements such as flexible workplace arrangement have been employed widely, as can be seen in the U.S., where studies show in May 2020, 35.2% of the workforce worked from home, an increase from 8.2% in February. Furthermore, 71.7% of workers who work from home found that they could work effectively (Bick, *et al.*, 2020). Brenan (2020) indicated that 60% US workers performs their tasks at home during the COVID 19 pandemic would prefer to continue working as far away as possible and 41% of them would prefer to return to their work or once to work after the crisis. These changes will result in a work reorganization, as long as flexibility does not change performance targets. Flexibility at work must be “business as usual” and not just something to resort to in times of crisis.

In Africa, the reasons for a lack of adoption of flexible work arrangements in many African countries could be attributed to a lack of IT

infrastructure (Adonis & Kabanda, 2019; Rooplal, 2017) and African culture (Peretz *al.*, 2018). However, employers and governments on the African continent were prompted to implement flexible work arrangements by the global spread of the coronavirus (COVID-19) pandemic, which has taken the whole world by storm (Tasmanian Government, 2020). COVID-19 is deadly as it spreads amongst groups of people, and hence, there is a need for employers to devise flexible work arrangements as a way of curtailing the spread of COVID-19 through social distancing, as well as insisting that workers or employees work from home. Social distancing could be extended depending on rates of infections, deaths and recovery of the infected members of society (Tasmanian Government, 2020).

Kenyan employers have in the recent past put in place regulatory organizational policies and programs in cognizance of the central importance of flexible work arrangements. The government has encouraged private and public organizations and social services to deliberately introduce family friendly policies in the workplace to help employees to balance their work and family life. This is evidenced in for instance Eco bank which has introduced programs to assist the employees in achieving a balanced work life which include; flexible working hours, employee assistance programs and leave programs (Muleke, Wagoki, Kamau & Mukaya, 2013). The Kenyan Government has smoothly implemented the five day work week within most of its ranks and also within the private sector where it plays a watchdog role of employer in Kenya (Clutter, 2013).

KPA is a statutory body in the ministry of Transport. Established through an Act of Parliament on 20th January 1978, the authority is mandated to maintain, operate, improve and regulate all scheduled sea ports situated along Kenya coast line. The Authority manages Mombasa, Lamu, Malindi, Kilifi, Mtwapa, Kiunga, Shimoni, Funzi and Vanga Ports. In addition, it manages small scheduled sea ports, Inland Container Depots and liaison offices in

Kampala, Kigali and Bujumbura to catering for all transit Countries. Mombasa port is developed and equipped with modern facilities thus assumes the principal port position in the region. Core responsibilities of KPA in Mombasa includes; aid to navigation, pilotage, mooring, stevedoring and shore handling. The state corporation employs a total of 6,654 unionisable and non-unionisable employees distributed in various departments (KPA, 2020).

At KPA, employee strikes have been reported in the organisational management intentions to scrap overtime (Ali, 2014). In 2017, the organisation's overtime expenditure declined by 6.59% from Kshs. 2,457 million in the previous year to Kshs. 2,295 million, this was mainly attributed to the organisational initiatives to reduce overtime consumption. Incentive scheme expenditure due to employee entitlement to salvage awards has been attributed to the increase of overtime expenditure (KPA, 2017). Despite the overtime capping at 30% and 20% for operations and administrative employees respectively, overtime allowances have skyrocketed to KSh 2.4 billion in 2019 (Mwambingu, 2021).

Objectives of the Study

The general objective of the study was to determine the influence of which flexible work arrangements on employee satisfaction in Kenya Ports Authority. The specific objectives were;

- To establish the influence of flexible job-sharing arrangement on the employee satisfaction in Kenya Ports Authority.
- To determine the influence of flexible time working arrangement on employee satisfaction in Kenya Ports Authority.
- To investigate the influence of flexible shift working arrangement on employee satisfaction in Kenya Ports Authority.
- To assess the influence of flexible workplace arrangement on employee satisfaction in Kenya Ports Authority.

The study tested four null hypotheses.

- **H₀₁**: Flexible job-sharing arrangement has no significant influence on employee satisfaction in Kenya Ports Authority.
- **H₀₂**: Flexible time work arrangement has no significant influence on employee satisfaction in Kenya Ports Authority.
- **H₀₃**: Flexible shift working arrangement has no significant influence on employee satisfaction in Kenya Ports Authority.
- **H₀₄**: Flexible workplace arrangement has no significant influence on employee satisfaction in Kenya Ports Authority.

LITERATURE REVIEW

Theoretical Framework

Theory of Work Adjustments

The theory of work adjustment describes how and explains why employees adjust to their work environments. It depicts adjustment as the interaction of employees with the environment. Interaction refers to employees and work environment acting on as well as reacting to each other. Employees and work environment interact because, to begin with, each has requirements that the other can fill, and each has capabilities to fill the other's requirements. So long as each is satisfied with the outcomes, the interaction was maintained (Hesketh & Griffin, 2015). But when one or both are dissatisfied with the outcomes, adjustment was attempted. The theory of work adjustment asserts that employee satisfaction and work adjustment depend not so much on employees or work environment, but on the particular combination of both (Rounds, Dawis, & Lofquist, 2017).

Job Design Theory

Job design theory was developed by Viteles in the early 1950s. In this theory, both job rotation and job enlargement were used in order to address the problems stemming from the reduction of employee morale and productivity, because of the job monotony and boredom from job specialization (Hsieh & Chao, 2014). Moreover, job rotation and job enlargement were developed in order to be

benefited from the job specialization stemming from the job engineering approach (Ali & Aroosiya, 2012). This theory tries to explain, job design as a combination of job content and the work method which has been adopted in the performance of the job (Durai, 2020). There are various job-design techniques. The main techniques are (Armstrong, 2013): job rotation, job enlargement, job enrichment, self-managing teams (autonomous work groups) and high-performance work design. Other methods include (Durai, 2020): job reengineering, participative management and peer performance review.

Spill Over Theory

Spill over theory was postulated in 1979 by Piotrkowski. The theory actually talks about work and family life through shift work practices. The author advocated that job related factors and family related factors should be in equilibrium for employees to be productive, brings about customer

satisfaction, have employee satisfaction and control their employee turnover. The theorem was to control work related stress or family life relate stress so that it does not spill over to work or family life (Greenhaus & Beutell, 2020).

Self-Determination Theory

Self-determination theory was developed by Ryan and Deci in 2000. Self-determination theory brings about the issue of autonomous motivation. Voluntary motive makes employees prefer temporary contracts as a form of flexible working since it brings about better productivity, new ideas (innovations) which at long run yields employee satisfaction to the employees. De Cuyper and De Witte (2020) claimed that self-motivation theory can be categorized into: autonomous which relates to relationships such as family, controlled motives such as power and instrumental which relates to achieving specific goals.

Conceptual Framework

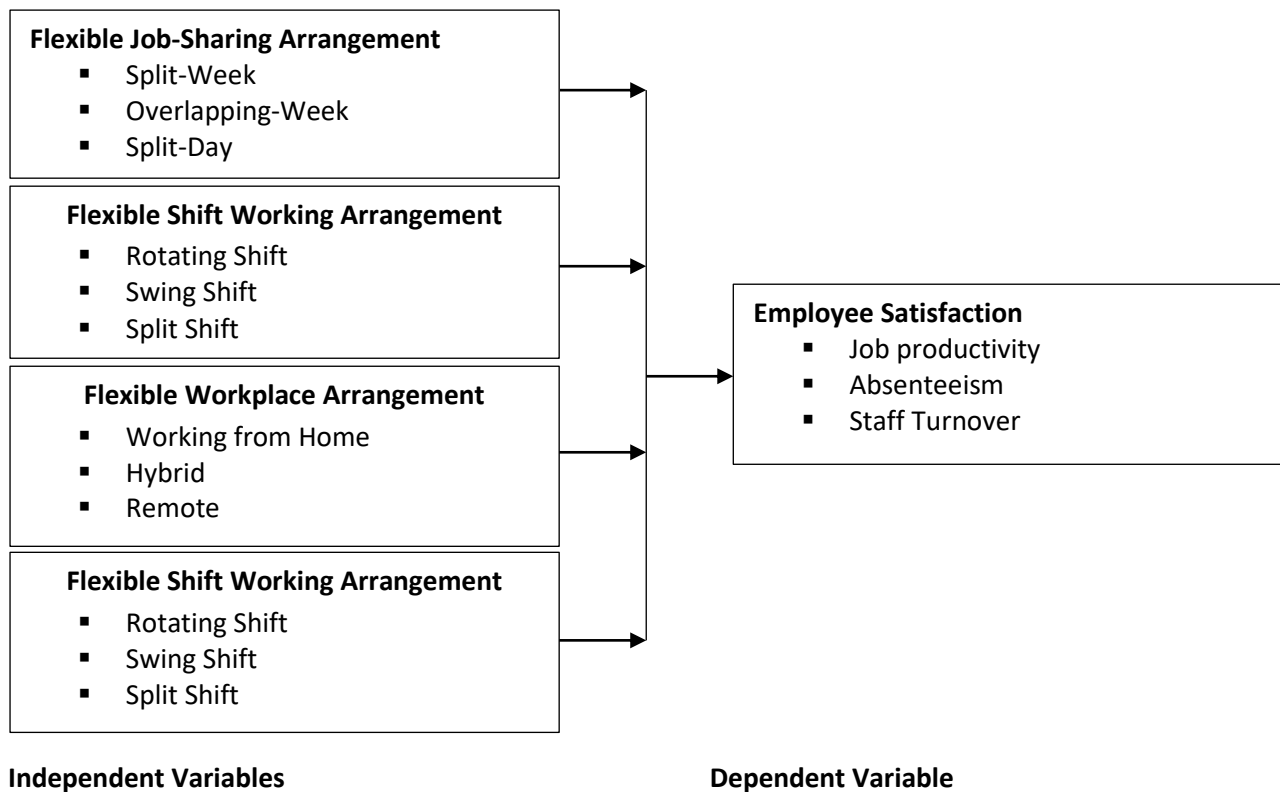


Figure 1: Conceptual Framework

Review of Study Variables

Flexible Job-sharing Arrangement

Flexible job-sharing arrangement is a type of flexible work arrangements which lets 2 or 3 people share a 40-hour working week (full-time) between them. For instance one of them works 8 A.M.-12 noon and the other works 1P.M. -5 P.M. or each person works on specific day's full time (Robbins, 2017). In the other words in this method two or more people work voluntarily on one job and share the salary and benefits. Each of these people has an independent contract with the manager and their salary and bonus is clear. The job is usually shared based on the job and the people who are performing it in different ways. Depending on the real requirements of the job, the people who are sharing it can be from different genders, ages and generations. A married woman and a single woman or a young woman and an experienced woman or a man and woman may share a job and the type of cooperation depending on the job can be based on responsibilities or time. A time should be considered when both (or all) of them are present together to exchange ideas about their jobs (Branine, 2014).

Flexi Time Arrangements

This is a type of flexible work arrangements, where work as regular wage employment in which working time is substantially less than normal in the establishment concerned (Cole, 2012). Flexible time working arrangement is advantageous to employers in that it is particularly useful for meeting need for "bursts" of work activity for instance in hospitals where there is shortage of medical personnel. It also applies in shelf-filling in a supermarket (Cole, 2012). This type of flexible working arrangements makes employee have manageable workload, brings about less work-family conflicts and also attracts well qualified employees thus the productivity level of employees will go up hence better performance (Cole, 2012).

Flexi time work is a widespread practice: Every fourth employee in Sweden, United Kingdom or Germany is working flexi time. In the Netherlands

even nearly half of the workforce has a flexi time job (Fouarge & Baaijens, 2019). While the influence of flexi time work on individual outcomes like hourly wages (Hardoy & Schøne, 2016) or employee satisfaction (Booth & van-Ours, 2018) is well analyzed in the economic literature, less is known about the impact of flexi time work on firm performance. Theoretical argumentation on the relationship between flexi time work and firm performance is ambiguous. Flexi time work is associated with higher employee satisfaction (Booth & van-Ours, 2018).

Flexible Shift Working Arrangement

Flexible shift working arrangement can be defined as a type of flexible work arrangements characterized as an unusual or irregular work schedules and working outside normal daily working hours (Wang, *et al.*, 2011). There is no doubt that shift work has been associated with a number of problems for human health such as sleep disorders, diseases of the gastrointestinal system, metabolic system disorders, and increase in the accident probability (Moradi, *et al.*, 2014). Some of these symptoms were temporary or related to particular stages of shift-work schedule such as night-shift work. These symptoms disappear during holidays or day shift schedule. Sometimes these symptoms might indicate the risk of chronic disease (Knutsson, 2013). The prevalence of gastrointestinal disorders was higher in shift workers compared with that in day workers (Harrington, 2011).

Flexible Workplace Arrangement

Flexible workplace arrangement is a type of flexible work arrangements where an employee can do his or her job from home using information communicating gadgets (Allen, Golden & Shockley, 2015). COVID-19 has recently become a deadly global issue. Governments around the world are forced to take action to slow the spread of the virus. One of the policies is social distancing. As a consequence of this policy, schools, workplaces, tourist attractions, and even some public transportation have been closed indefinitely. Many companies have followed government regulation to

work from home. However, until now the effect of work-from-home on job performance of employees remains debatable (Allen, *et al.*, 2015). Allen, *et al.*, (2015) further argues that telecommuting will work well when the nature of the job is portable, or it can be done online.

Employee Satisfaction

Spector (2012) defines employee satisfaction as content an employee is with their job. According to Ellickson and Logsdon (2012) and Schermerhorn (2018), employee satisfaction explains the feeling one has about their jobs and the aspects in it. Scholars have identified a number of factors that could influence a person's degree of employee satisfaction. These factors could be narrowed down to the working conditions or the job itself, level of compensation and benefits, perceived objectivity of promotion opportunities and systems within the organization, the relationships between leadership and employees especially the attitudes towards the immediate supervisor, the relationship with co-workers and communication Mulinge and Mullier (2018), Willem *et al.*, (2017) and Kaliski (2017) indicate that, the happier employees are within their company, the more content they are said to be. However, care needs to be taken not to confuse employee satisfaction and job motivation, even though they are closely linked. Employee satisfaction denotes to the reassurance or pleasure that a job affords a person (Willem *et al.*, 2017). An individual who is satisfied with their job is thought to have great employee satisfaction. On the other hand, motivation denotes only to why an individual performs a job, irrespective of whether the job gives him pleasure (Kumar, 2018).

METHODOLOGY

Drawing on the positivist research philosophy, the study employed a correlational, cross-sectional survey research design to test the formulated

research hypotheses. The study adopted descriptive research design, where 2913 employees of KPA were targeted. The study will use Krejcie and Morgan formulae to determine a sample size of 291 employees of the organization and stratified sampling technique was also used. Structured questionnaires in form of Likert Scale was used to collect data from the respondents using drop and pick method. Pilot study was conducted on 29 employees (10% of the sample size) of Kenya Ports Authority to establish validity and reliability of the research instruments. Both inferential and descriptive statistical tools were done using SPSS version 24 to analyze the collected data. To establish relationship and testing of hypothesis, correlation, coefficient of determination, ANOVA and regression analysis was carried out. The regression equation used was.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

Where:

Y = Employee satisfaction

X₁ = Flexible job-sharing arrangement

X₂ = Flexible time working arrangement

X₃ = Flexible shift working arrangement

X₄ = Flexible workplace arrangement

ε = Error term at 5% significance level

β₀ = Constant term which represents the intercept at the beginning of the modelling. β₁, β₂, β₃ and β₄ are the regression coefficients. The F-Statistic for the multiple linear regression model was computed to determine the significance of the model that is, to what extent the variation in the independent variable explains the changes in the dependent variable.

FINDINGS

Effect of COVID-19 on Work Arrangements

On the general information, the respondents were asked to indicate whether COVID-19 had an effect on work arrangements of the organization.

Table 1: Effect of COVID-19 on Work Arrangements

Response	Frequency	Valid Percent
Yes	231	90.9
No	23	9.1
Total	254	100.0

It was determined that 90.9% (231) of the respondents agreed that COVID-19 has affected work arrangements at KPA while only 9.1% (23) of the respondents indicated that it had no effect. It was evident that work arrangements at KPA was impacted by COVID-19 pandemic.

Descriptive Analysis on the Study Variables

The researcher sought to determine the mean and standard deviation on the study variables (employee satisfaction, flexible job-sharing

arrangement, flexi time arrangements, flexible shift working arrangement and flexible workplace arrangement).

Employee satisfaction

The respondents were asked to indicate the extent in which they agree with the various statements on employee satisfaction, where the following scale was used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= Strongly Disagree.

Table 2: Employee satisfaction

Opinion Statements	M	SD
Flexible work arrangements have made employees to reduce instances of time wastage	3.8559	.88688
Time management skills of the employees has improved since the implementation of flexible work arrangements	3.8757	.83230
Flexible work arrangements have reduced the rate of employees' complaints	3.8842	.87498
Employees' complaints on psychosocial stress have reduced due to flexible work arrangements	3.8927	.85809
Flexible work arrangements have improved employees' engagement thus reduced turnover	3.9096	.88601
Flexible work arrangements help in the retention and attraction of employees to the organization	3.9576	.85882
Valid N=254 (listwise)		
Overall Mean	3.8959	.8662

Based on the analysis it was evident that majority of the respondents agreed that, flexible work arrangements help in the retention and attraction of employees to the organization with (M=3.9576; SD=0.85882) and they also agreed that flexible work arrangements have improved employees' engagement thus reduced turnover with (M=3.9096; SD=0.88601). Majority of the respondents further agreed that employees' complaints on psychosocial stress have reduced due to flexible work arrangements with (M=3.8927; SD=0.87498) and they also agreed that flexible work arrangements have reduced the rate of employees' complaints with (M=3.8842; SD=0.87498). It was determined that the respondents agreed that time management skills of the employees have improved since the implementation of flexible work arrangements with (M=3.8757; SD=0.83230) and they finally agreed that flexible work arrangements

have made employees to reduce instances of time wastage with (M=3.8559; SD=0.88688). The overall mean of 3.8959 and standard deviation of 0.8662, implied that majority of the employees of KPA agreed that employee satisfaction was affected by flexible work arrangements and there was a low variation from the mean since standard deviation was less than 1. The above findings cognates with the study of Mungania, *et, al.* (2016) who opined that consideration of flexible work arrangements aspects to employees can greatly influence performance in banks in Kenya.

Flexible job-sharing arrangement

The respondents were asked to indicate the extent to which they agree with the various statements on flexible job-sharing arrangement in relation to employee satisfaction, where the following scale was used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= Strongly Disagree.

Table 3: Flexible job-sharing arrangement

Opinion Statements	M	SD
Flexible job-sharing arrangement allows employees to utilize diverse skills in a single position.	3.8305	.92469
Flexible job-sharing arrangement allows employees to exchange ideas, learn from their partners and get advice on how they influence their performance	3.8333	.87968
Continuity of knowledge and skills is possible during flexible job-sharing arrangement practice, in case one of the employees is leaving the organization	3.8785	.83781
Knowledge continuity allows through flexible job-sharing arrangement allows mixing of strategies on how to support the organization	3.8814	.81247
Employees in flexible job-sharing arrangement practice can easily take the time off, thus reducing employee's absence	3.9350	.92419
Reduced absence through flexible job-sharing arrangement reduces the rate production stoppage	3.9718	.81716
Valid N=254 (listwise)		
Overall Mean	3.8884	.8660

It was determined that majority of the respondents agreed that reduced absence through flexible job-sharing arrangement reduces the rate production stoppage with (M=3.9718; SD=0.81716) and they also agreed that employees in flexible job-sharing arrangement practice can easily take the time off, thus reducing employee's absence with (M=3.9350; SD=0.92419).

The respondents also agreed that knowledge continuity allows through flexible job-sharing arrangement allows mixing of strategies on how to support the organization with (M=3.8814; SD=0.81247) and they also agreed that availability and adequacy of teaching and learning materials the academic success of the pupils with (M=3.8785; SD=0.83781).

The analysis further showed that flexible job-sharing arrangement allows employees to exchange ideas, learn from their partners and get advice on how they influence their performance with (M=3.8333; SD=0.87968) and they Flexible job-

sharing arrangement allows employees to utilize diverse skills in a single position with (M=3.8305; SD=0.92469). The overall mean of 3.8884 and standard deviation of 0.8660, implied that majority of the respondents agreed that flexible job-sharing arrangement arrangements affects employee satisfaction and there was a low valuation from the mean since standard deviation was less than 1.

The above findings cognates with that Zehtabi, *et al.*, (2020), who postulated that flexible job-sharing arrangement arrangements is an advanced flexible working hours method that brings some advantages for both parties, that is employer and employee.

Flexi time Arrangements

The respondents were asked to indicate the extent in which they agree with the various statements on flexi time arrangements in relation to employee satisfaction, where the following scale was used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= Strongly Disagree.

Table 4: Flexi time Arrangements

Opinion Statements	M	SD
Staffs on compressed work week through part- spend less time commuting to work	3.8220	.93377
Employees on compressed work week are able to spend more on their personal responsibilities	3.8220	.89662
Reduced work hours are an effective way for managing operational costs.	3.8249	.92056
Reduced work hours allow the organisation to manage performance between employees.	3.9124	.87503
Reduced work load can be used to retain talent of the employees who value personal life and dual engagement in career	3.9209	.87098
Reduced work load has helped the organisation to adapt to the realities of dynamic workforce	3.9237	.86306
Valid N = 254 (listwise)		
Overall Mean	3.8710	.89334

It was revealed that majority of the respondents agreed that reduced work load has helped the organisation to adapt to the realities of dynamic workforce with (M=3.9237; SD=0.86306) and they also agreed that reduced work load can be used to retain talent of the employees who value personal life and dual engagement in career with (M=3.9209; SD=0.87098). Majority of the respondents further agreed that reduced work hours allow the organisation to manage performance between employees with (M=3.9124; SD= 0.87098) and they agreed that lack of involvement of students in the disciplinary issues, negatively affects their discipline with (M=3.8249; SD=0.92056). The respondents also agreed that employees on compressed work week are able to spend more on their personal responsibilities with (M=3.8220; SD= 0.89662) and

they agreed that staffs on compressed work week through part- spend less time commuting to work with (M=3.8220; SD=0.93377). The overall mean of 3.8710 and standard deviation of 0.89334, implied that majority of the respondents agreed that flexible time working arrangement affects employee satisfaction .The above findings cognates with that of Muchiti and Gachunga (2015), who opined that flexi time influenced employee productivity at the Kenyan judiciary.

Flexible shift working arrangement

The respondents were asked to indicate the extent in which they agree with the various statements on flexible shift working arrangement in relation to employee satisfaction , where the following scale was used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= Strongly Disagree.

Table 5: Flexible shift working arrangement

Opinion Statements	M	SD
Length of shift cycle determines the employees sleep-wake cycle thus affecting their motivation towards work	3.8446	.91021
Shift work practices affects employees brain power, processing speed and memory	3.8701	.89699
Long shift work duration has a chronicle impact on the employees of the organization	3.8898	.88215
Decreased alertness and fatigue have caused concerned among long shift workers	3.8955	.89559
Jobs that require high memory load prefers highly-rotating shift systems	3.9322	.88162
Tasks in the organisation demanding short term memory are best performed during normal working hours	3.9802	.86293
Valid N = 254 (listwise)		
Overall Mean	3.9021	.88825

It was determined that majority of the respondents agreed that tasks in the organisation demanding short term memory are best performed during normal working hours with (M=3.9802; SD=0.86293) and they agreed that Jobs that require high memory load prefers highly-rotating shift systems with (M=3.9322; SD=0.88162). They also agreed that decreased alertness and fatigue have caused concerned among long shift workers with (M=3.8955; SD=0.89559) and they agreed that long shift work duration has a chronicle impact on the employees of the organization with (M=3.8898; SD=0.88215). The respondents also agreed that shift work practices affect employees brain power, processing speed and memory with (M=3.8701; SD=0.89699) and they agreed that length of shift cycle determines the employees sleep-wake cycle thus affecting their motivation towards work with

(M=3.8446; SD=0.91021). On the overall mean of 3.9021 and standard deviation of 0.88825, implied that shift work practices affect employees employee satisfaction and there was a low deviation from the mean since standard deviation is less than 1. The above findings corroborate the findings of Omid, *et al.*, (2017), who postulated that workers' personal and family life satisfaction has been affected by shift work

Flexible workplace arrangement

Finally, the respondents were asked to indicate the extent to which they agree with the various statements on flexible workplace arrangement in relation to employee satisfaction, where the following scale was used: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1= Strongly Disagree.

Table 6: Flexible workplace arrangement

Opinion Statements	M	SD
Flexible work schedule enables employees to meet family and personal needs	3.7365	.89902
Flexible work schedule can be used by employers to initiate various schedules to meet customer needs	3.8983	.88478
Flexible work location recognizes the need to support employees' work-life balance	3.9407	.86767
Flexible work location reduces difficult journeys and saves on commuting expenses and times	3.9492	.85007
Flexible work time helps employees to improve productivity	3.9520	.83849
Flexible work time of the organisation tend to vary depending on the job requirements	3.9520	.82487
Valid N=254 (listwise)		
Overall Mean	3.9048	.86082

The analysis showed that majority of the respondents agreed that flexible work time of the organisation tend to vary depending on the job requirements with (M=3.9520; SD=0.82487) and they agreed that flexible work time helps employees to improve productivity with (M=3.9520; SD= 0.83849). The analysis further showed that flexible work location reduces difficult journeys and saves on commuting expenses and times with (M=3.9492; SD=0.85007) and they agreed that flexible work location recognizes the need to support employees' work-life balance with (M=3.9407; SD=0.86767). The respondents also

agreed that flexible work schedule can be used by employers to initiate various schedules to meet customer needs with (M=3.8983; SD= 0.88478) and they agreed that flexible work schedule enables employees to meet family and personal needs with (M=3.7365; SD= 0.89902). The overall mean of 3.9048 and standard deviation of 0.86082, which implied that majority of the respondents agreed that flexible workplace arrangement affects employees' employee satisfaction and there was a strong variation from the mean, since standard deviation was less than 1. The above findings support that of Susilo (2020), who opined that

flexible workplace arrangement, employees experienced greater enjoyment, satisfaction and motivation thus enhancing job performance.

Inferential Statistics

Pearson Correlation Analysis

Pearson correlation analysis was carried out to determine the nature and direction of relationships between independent and dependent variables. This was also carried out to establish if there existed a linear relationship between independent and dependent variable, since linearity assumption is also one of the assumptions of regression. The values are interpreted between 0 (no relationship) and 1 (perfect relationship). According to Kothari (2013), the when r is ± 0.50 and above, the relationship can be considered strong, while the relationship is considered medium when $r = \pm 0.30$ to ± 0.49 and when $r = \pm 0.1$ to ± 0.29 , relationship is considered weak. Based on the correlation analysis it was determined that there was a positive medium relationship between flexible job-sharing arrangement and employee satisfaction ($r=0.375$;

$p=0.000$) and that the relationship was statistically significant since the p -value < 0.05 , this findings cognates with that of Zehtabi, *et al.*, (2020). The analysis further showed that there was a medium and positive relationship between flexi time arrangements and employee satisfaction ($r = 0.397$; $p=0.000$) and the relationship was statistically significant since the p -value was < 0.01 , the above findings cognates with that of Muchiti and Gachunga (2015). Further the analysis showed that there was a positive medium relationship between flexible shift working arrangement and employee satisfaction ($r= 0.418$; $p= 0.000$) and the relationship was statistically significant since the p -value < 0.001 . This cognates with the findings of Omid, *et al.*, (2017). Finally, the analysis showed that there was a weak positive relationship between flexible workplace arrangement and employee satisfaction ($r= 0.226$; $p= 0.000$) and the relationship was statistically significant since the p -value was < 0.01 . This cognates with the findings of Susilo (2020). Table 7 presented the Pearson's correlation results.

Table 7: Pearson Correlation Results

		X ₁	X ₂	X ₃	X ₄	Y
Flexible job-sharing arrangement(X ₁)	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	254				
Flexi time Arrangements (X ₂)	Pearson Correlation	.436**	1			
	Sig. (2-tailed)	.000				
	N	254	254			
Flexible shift working arrangement(X ₃)	Pearson Correlation	.386**	.344**	1		
	Sig. (2-tailed)	.000	.000			
	N	254	254	254		
Flexible workplace arrangement (X ₄)	Pearson Correlation	.146**	.119*	.268**	1	
	Sig. (2-tailed)	.006	.026	.000		
	N	254	254	254	254	
Employee satisfaction (Y)	Pearson Correlation	.375**	.397**	.418**	.226**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	254	254	254	254	254

** . Correlation is significant at the 0.01 level (2-tailed).

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

Regression Analysis

Multiple linear regression analysis was applied to establish a relationship between independent

variables (flexible job-sharing arrangement, flexi time arrangements, flexible shift working arrangement and flexible workplace arrangement)

and dependent variable (employee satisfaction) (Hair *et al.*, 2010).

Model Summary

To determine the suitability of the two model in explaining the relationship between independent

variables (flexible work arrangements) and the dependent variable (employee satisfaction) coefficient of determination was done through linear regression.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.531 ^a	.282	.270	.38793	1.505

a. Predictors: (Constant), Flexible job-sharing arrangement, Flexi time Arrangements, Flexible shift working arrangement and Flexible workplace arrangement
 b. Dependent Variable: Employee satisfaction

The analysis indicated there a strong positive relationship between flexible working arrangements and employee satisfaction since (r=0.531). This cognates with the findings of Mungania, *et, al.* (2016) who postulated that consideration of flexible work arrangements aspects to employees can greatly influence performance in banks in Kenya. The analysis further showed an adjusted r² of 0.273, which implied that flexible work arrangements (flexible

job-sharing arrangement, flexi time arrangements, flexible shift working arrangement and flexible workplace arrangement) can explain only 27% of employee satisfaction KPA and therefore equation 3.1 was fit in explaining employee satisfaction .

Analysis of Variance

To test the significance of effect of flexible work arrangements on employee satisfaction, an analysis of variance was carried out.

Table 9: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.522	4	5.131	24.396	.000 ^b
Residual	52.370	249	.210		
Total	72.892	253			

a. Dependent Variable: Employee satisfaction
 b. Predictors: (Constant), Flexible job-sharing arrangement, Flexi time Arrangements, Flexible shift working arrangement, Flexible workplace arrangement

The ANOVA model showed (F{4,249}= 24.396; p=0.000), the analysis indicated that the model was statistically significant since p-value<0.05 and hence equation 3.1 was significant. Hence flexible work arrangements (flexible job-sharing arrangement, flexi time arrangements, flexible shift working arrangement and flexible workplace arrangement) incorporated in this study significantly determines employee satisfaction.

Regression Coefficient

To determine how each independent variable (flexible job-sharing arrangement, flexi time arrangements, flexible shift working arrangement and flexible workplace arrangement) contributes to employee satisfaction and to test research hypothesis.

Table 10: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	.802	.282		2.840	.005
Flexible job-sharing arrangement	.173	.055	.165	3.141	.002
1 Flexible time working arrangement Arrangements	.232	.054	.224	4.333	.000
Flexible shift working arrangement	.269	.055	.251	4.859	.000
Flexible workplace arrangement	.120	.052	.108	2.292	.022

a. Dependent Variable: Employee satisfaction

Therefore,

$$Y = 0.802 + 0.173X_1 + 0.232X_2 + 0.269X_3 + 0.120X_4 + 0.38793$$

Where: Y = Employee satisfaction

X₁ = Flexible job-sharing arrangement

X₂ = Flexible time working arrangement Arrangements

X₃ = Flexible shift working arrangement

X₄ = Flexible workplace arrangement

On the relationship between flexible job-sharing arrangement and employee satisfaction ($\beta=0.173$; $t=3.141$; $p=0.002$), which implied that a unit flexible job-sharing arrangement arrangements will significantly lead to 17.3% improvement of employee satisfaction, this findings cognates with that of Zehtabi, *et al.*, (2020). On the relationship between flexible time working arrangement arrangements and employee satisfaction ($\beta= 0.232$; $t= 4.333$; $p=0.000$), which meant that a unit improvement of flexible time working arrangement arrangements, employee satisfaction will significantly improve by 23.2%. This corroborates with the findings of Muchiti and Gachunga (2015). On the relationship between flexible shift working

arrangement and employee satisfaction ($\beta=0.269$; $t=4.859$; $p=0.000$), which implied that a unit improvement of flexible shift working arrangement will significantly lead to 26.9% improvement of employee satisfaction. This corroborates with the findings of ofOmid, *et al.*, (2017). Finally, on the relationship between flexible workplace arrangement and employee satisfaction ($\beta=0.120$; $t=2.292$; $p=0.022$), which implied a unit increase in the flexible workplace arrangement will significantly lead to 12% improvement in employee satisfaction KPA. This is in tandem with the findings of Susilo (2020).

Hypothesis Testing Summary

To test four hypotheses' statements, multiple regression was conducted using the SPSS version 26 to determine the p-values for the independent variables; flexible job-sharing arrangement, flexi time, shift working and flexible workplace arrangement practices. P-values were compared with 5% (0.05) significant level, such that when p-value was more than the significance level, the model was considered alternative hypothesis and null hypothesis rejected.

Table 11: Hypotheses Test Results

Null Hypotheses	β	t	Sig.	Decision
H ₀ 1: Flexible job-sharing arrangement practice has no significant effect on employee employee satisfaction in Kenya Ports Authority.	.165	3.141	.002	Reject the H ₀ 1
H ₀ 2: Flexible time working arrangement practice has no significant effect on employee employee satisfaction in Kenya Ports Authority.	.224	4.333	.000	Reject the H ₀ 2
H ₀ 3: Flexible shift working arrangement has no significant effect on employee employee satisfaction in Kenya Ports Authority.	.251	4.859	.000	Reject the H ₀ 3
H ₀ 4: Flexible workplace arrangement practice has no significant effect on employee employee satisfaction in Kenya Ports Authority	.108	2.292	.022	Reject the H ₀ 4

CONCLUSION AND RECOMMENDATIONS

Based on study analysis and findings, this study concluded that flexible work arrangements (flexible job-sharing arrangement, flexible time working arrangement, shift work practices and flexible workplace arrangement) significantly affects employee satisfaction and an improvement of each factor will significantly contribute to improved employee satisfaction. The study further concluded that flexible work arrangements has made employees to reduce instances of time wastage and time management skills of the employees has improved since the implementation of flexible work arrangements. The study also concludes that flexible work arrangements have reduced the rate of employees' complaints and employees' complaints on psychosocial stress has reduced due to flexible work arrangements. Finally, the study concludes that flexible work arrangements have improved employees' engagement thus reduced turnover and it has helped in the retention and attraction of employees to the organization.

Based on the study conclusion, this research recommends the following:

- KPA should undertake apply flexible job-sharing arrangement to reduce work-home contrast so that employees can enjoy both their work and personal life.
- The organization should undertake training possibilities, participation in employer-funded training, career possibilities, possibilities to learn and grow at work, job insecurity, and job autonomy.
- The study also recommended that arranging better working hours and schedules according to ergonomic principles can minimize the effects of shift work on workers' health. The study also recommended that the organisations should introduce over time payment schemes so

that employees may be retained for longer period.

- The study recommended that since the internet is a primary need in the context of such a program, the internet industry should be given incentives, so it becomes more affordable and able to reach rural areas as this will improve flexible workplace arrangement among employees. Also, the government should take COVID-19 risk assessment into account when developing work from home guidelines.
- To all the employees, this study recommended that employers should lay special emphasis on ways and strategies that protect workers from contracting COVID 19.
- The study recommended that employers' backing and IT support are fundamental for the effective implementation of FWAs and enhancement of employees' productivity.
- Finally, managers should provide flexible work arrangements considerations such as giving employees flexibility on when to begin and end work as long as they meet the target since this influence's performance.

Suggestions for Further Studies

The study recommended that flexible work arrangements should be assessed on terms of its implementation to positive employee satisfaction. Also, other factors that affect employee satisfaction should also be assessed, since this study indicated that shift working practices, flexible job-sharing arrangement, flexible workplace arrangement and flexible time working arrangement arrangements could only explain 27% of employee satisfaction. It is important to maintain a health and satisfied workforce through the best employment strategy to ensure high employee satisfaction.

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