



**THE EFFECT OF FLEXIBLE WORKING CONDITIONS ON EMPLOYEE PERFORMANCE IN COMMERCIAL BANKS
IN KENYA**

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Accepted: February 13, 2021

ABSTRACT

This study sought to establish the effect of flexible working conditions on employee performance in commercial banks in Kenya. The study adopted a descriptive survey. The population for this study was all the 42 commercial banks in Kenya where the human resource manager and the corporate affairs managers formed the respondents for the study to make a target population of 84 respondents. Data was collected using structured questionnaires. Quantitative data was collected from the close ended questions. Descriptive statistics were used to analyze the data. The study found that the managers might think less of the employees' devotion to the organization if they asked to have flexible work schedule. Tele-working has not enabled the employees to solve work problems while they are away from work neither has it encouraged them to continue performing well for the organization. The employees work hard because they are not denied any benefit because of taking leaves. The reason why the employees are still working for their respective organizations is because they offer study leaves to employees. Family leave offered in the institutions improves the commitment to the organization for employees. The offer of alternative work location has not motivated employees to continue working for their respective organizations. The study recommends that different forms of flexible work arrangements should be adopted by the commercial banks. These range from basic flextime programs to innovative child-and elder-care programs to have maximum productivity of employees in the institutions. Commercial banks should see to it that they have different forms of family leave support services to include all cadres of employees. The institutions should support the reduced work option programs by adopting technology such as using tablets and laptops where the employees continue to effectively work from different work locations.

Key Words; Flexible Work Arrangement, Family Leaves, Reduced Work Option, Compressed Work Week, Employee Performance

CITATION: Kyalo, E. M. (2021). The effect of flexible working conditions on employee performance in commercial banks in Kenya. *The Strategic Journal of Business & Change Management*, 8 (1), 233 – 247.

INTRODUCTION

The global economy has undergone a major financial and economic crisis, with another weakening in GDP growth since late 2010. This has led to work-life balance taking a central issue for employed parents and employers alike (Wharton & Blair-Loy, 2010). Pressures from an increasingly competitive work environment are leading to conflicting priorities for employers and employees creating considerable stresses for employees trying to cope with work and family responsibilities. A work-life balance survey conducted in 2010 by Community Business reported that over 75% of 1,000 respondents were suffering from stress and said they didn't have a healthy balance between their personal and work lives (Wharton & Blair-Loy, 2010).

Increasing levels of stress can rapidly lead to low employee morale, poor productivity and decreasing job satisfaction. More and more employees are experiencing severe stress over workload and work-time pressures (De Bruin & Dupuis, 2014; Greenblatt, 2012). Prior research showed that the benefits of implementing work-life balance policies in organizations can significantly address employee retention, job satisfaction, employee morale and performance (Lockwood, 2013).

Research by De Cieri *et al.*, (2012) shows that organizations that provide workplace culture with the psychological conditions of meaningful (job enrichment, work-role fit); safety (supportive manager and co-workers) and availability (resources available) are more likely to have engaged employees. Work-life balance is increasingly important for engagement and affects retention. By being aware of the unique needs of diverse groups, as well as by recognizing individual differences within these groups, HR can better understand the challenges of increased diversity in the organization's workforce (different generations, more females) and work toward designing and implementing work-life balance policies and practices to engage diverse employee groups (Kopelman, Prottas, Thompson & John, 2010).

In many western countries like Australia and USA, an increasing number of work life balance policies have been adopted in organization to achieve work-life balance (Saltzstein, Ting & Saltzstein, 2014). Organization which adopted the policies most benefit from reducing absenteeism and improving performance (Casper & Harris, 2012). Some researchers also showed that employees with access to the policies express less intention to leave the organization and a higher commitment (Beck & Davis, 2015). The U.K., encouraged by the European Union, has done a much better job than the U.S. in providing formal policies in support of work/life balance. However, achieving a desired balance between work and life has become increasingly complex for the individual due to the blurring of the household-workplace interface (Kossek & Ozeki, 2009).

In response to the current situation, the Kenya employers have recognized the importance of having work life balance policies in the organization. The Kenyan government encouraged private organizations and social services to deliberately introduce the family friendly policies in the workplaces to help employees strike work-life balance. The arrangement of five-day work week in Kenya Government has been smoothly implemented (Njiru, 2008). The literature has suggested that the adoption of formal family-responsive policies may not have the desired effects if there is no supportive organizational culture (Kossek & Ozeki, 2009). Therefore, if lack of supervisor and organizational support is shown from the research findings, then companies considering family-responsive policies should take steps to promote a corporate culture that values or at least accepts the necessity and potential long-term benefits of the policies. Organizational culture is often cited as the key facilitator or barrier to work-life policies. Thompson, Beauvais, & Lyness, (2004) with cultural norms often over-riding formal policy intentions.

Statement of the Problem

A good balance in work and life can play a phenomenal role in the attainment of personal and professional goals (Friedman & Greenhaus, 2010). However, according to an American psychological organization 2009, 69 % of employees report that work is a significant source of stress and 41% say they typically feel tense or stressed out during the workday. Lack of family- friendly policies, flexible schedules, Job design, and parental leave are stressing out many employees, reducing their job performance and performance as well as causing broken homes (De Bruin & Dupuis, 2004).

Flexible working conditions is about effectively managing the act between paid work and other activities that are important to us including spending time with family, further studies and physical exercise among others (Edwards & Rothbard, 2014). Inadequate WLB is a problem that poses a big risk to workers' well-being, their performance as well as organizational performance. Despite the fact that policies have been documented in the staff rules and regulations and the CBA for union staff, the public sector has not made deliberate effort to implement such policies and majority of the staff are not aware of the existence of those policies (Sehrish, 2015). As a result such employees may have difficulties in balancing employment responsibilities with their social life. The way of how WLB can be achieved and enhanced is an important issue in the field of Human Resource Management and has received significant attention from employers, workers, government, academic researchers and popular media who have highlighted the escalating levels of depression linked to poor flexible working conditions. Local studies have been carried out on flexible working conditions and employee productivity in Kenya; however, they have been carried within different contextual environment from that of the current study. Through its findings this study aims to add to the existing pool knowledge to facilitate a balanced approach in promoting flexible working conditions.

Objectives of the study

The main objective of the study was to establish the effect of flexible working conditions on employee performance in commercial banks in Kenya.

The specific objectives were:

- To determine the effect of flexible work arrangement on employee performance in commercial banks in Kenya.
- To assess the effect of family leaves on employee performance in commercial banks in Kenya.
- To examine the effect of reduced work option on employee performance in commercial banks in Kenya.
- To evaluate the effect of compressed work week on employee performance in commercial banks in Kenya.

LITERATURE REVIEW

Theoretical Review

Border Theory

Border theory considers the degree to which individuals are seen as integral members of their workplace communities as a critical indicator of the options and support they are likely to have in their efforts to maintain balance between the work and non-work spheres. In border theory, work and home represent two distinct spheres; in fact, Clark (2014) likened them to two countries, each with its own culture. She emphasized borders or lines of demarcation between domains, the point at which domain-relevant behavior begins or ends and included several kinds of borders, addressing a gap observed in earlier theories.

Physical borders such as the walls of one 's workspace, temporal borders such as one 's work schedule, and the psychological borders that dictate when one 's thoughts, behaviors, and emotions are suitable in one domain and not the other, are all taken into account in border theory (Hughes & Bozionelos, 2011).

Clark (2014) described border theory as one that encompasses the human interaction, and this is

most evident in her explanation of the concept of central participation. Central participation is a critical element in border negotiations. Within border theory, central participants of a particular domain are those persons who have internalized the values of that domain, demonstrated competence in their responsibilities within that setting, have a connection with other central participants, and have personally identified with the responsibilities of the given domain (Greenhaus & Powel, 2010). These attributes give central participants advantages that are not available to border-crossers, whose participation is viewed as peripheral. These advantages help them to attain a sense of balance more easily (Greenhaus, Collins & Shaw, 2013).

Compensation Theory

The Compensation theory proposed that workers try to compensate for the lack of satisfaction in one domain (work or home) by trying to find more satisfaction in the other (Lambert, 2010). The converse is also true. If unhappiness or job dissatisfaction at work is transferred to the family, spillover comes into effect (Grover & Crooker, 2015). Ospina, Schall, Godsoe and Dodge (2014) also concluded that men “look to their homes as havens, look to their families as sources of satisfaction lacking in the occupational sphere”. Two forms of compensation have been distinguished (Edwards & Rothbard, 2010).

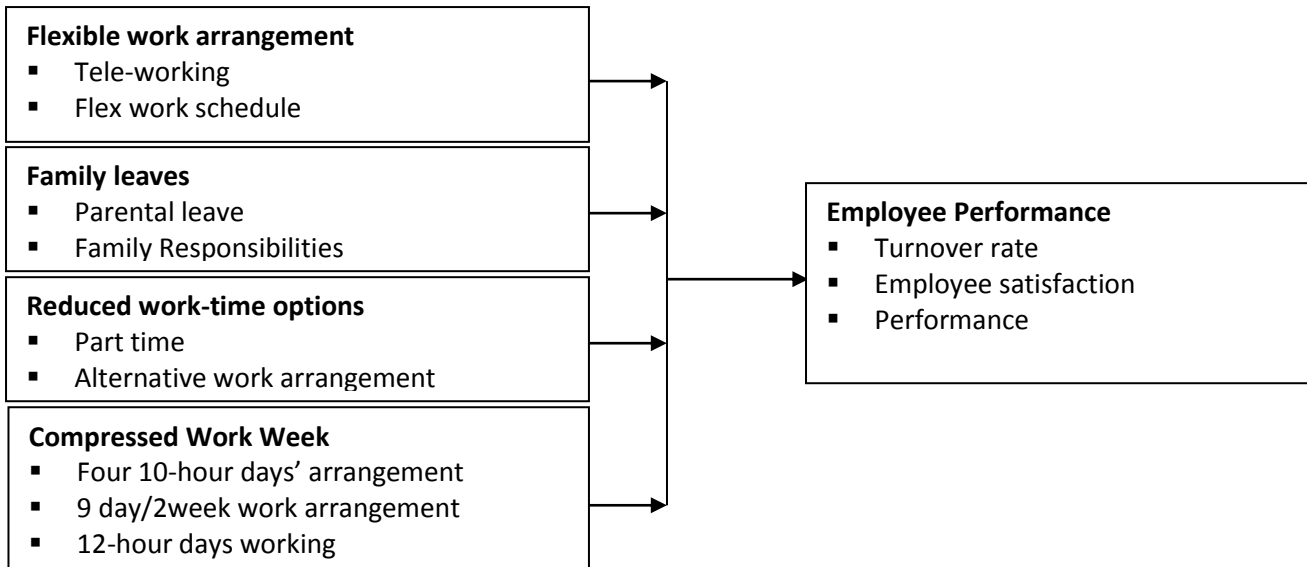
First, a person may decrease involvement in the dissatisfying domain and increase involvement in a potentially satisfying domain (Lambert, 2010). Second, the person may respond to dissatisfaction in one domain by pursuing rewards in the other domain (experiences that may fulfill the person’s desires). The latter form of compensation can be either supplemental or reactive in nature. Supplemental compensation occurs when individuals shift their pursuits for rewarding experiences from the dissatisfying role to a potentially more satisfying one. Individuals with little autonomy at work seek more autonomy outside of their work role (Gryzywacz, 2014).

Psychological Contract Theory

Work-Life Conflict can also be explained by using Psychological Contract Theory. In the context of the psychological contract is the individual employee's subjective believe in the reciprocal obligations between the employee and the organization, it is possible that employees may not feel obliged to ‘repay’ their organization's provision of work-life practices with an increase in positive, work related behaviours or attitudes. Instead, they may perceive that access to such practices is an entitlement, rather than an example of favorable treatment. 'The Psychological Contract' is an increasingly relevant aspect of workplace relationships and wider human behaviour (De Cieri, Holmes & Pettit, 2005).

Descriptions and definitions of the Psychological Contract first emerged in the 1960s, notably in the work of organizational and behavioural theorists Chris Argyris and Edgar Schein. Many other experts have contributed ideas to the subject since then, and continue to do so, either specifically focusing on the Psychological Contract, or approaching it from a particular perspective, of which there are many. The Psychological Contract is a deep and varied concept and is open to a wide range of interpretations and theoretical studies.

Primarily, the Psychological Contract refers to the relationship between an employer and its employees, and specifically concerns mutual expectations of inputs and outcomes whereby the employer expects outcome from an employee and an employee expect an input from the employer (Czarniawska, 2008). The Psychological Contract is usually seen from the standpoint or feelings of employees, although a full appreciation requires it to be understood from both sides. Simply, in an employment context, the Psychological Contract is the fairness or balance (typically as perceived by the employee) between: How the employee is treated by the employer, and what the employee puts into the job.



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Empirical Review

While exploring the relationship between compressed work hours satisfaction and absenteeism in front-line service work in UK, Deery et al. (2016) tested a moderated mediation model of the effects of compressed work hours satisfaction on absenteeism. The purpose was exploring both the mediation effects of emotional exhaustion and physical health and the moderating effects of sex on this relationship. It utilized data drawn from a sample of 236 contact-centre service workers linked to absenteeism and data collected for a period of 12 months following the survey. Results indicated that compressed work hours' satisfaction was associated with lower absenteeism and that this relationship was mediated sequentially through emotional exhaustion and physical health. Although the indirect effect of compressed work hours' satisfaction on absenteeism through emotional exhaustion and physical health was not significantly different between women and men, the relationship between compressed work hours' satisfaction and physical health was positive for women but not for men.

Njiru (2016) studied the influence of flexible work practices on employee performance in public sector: a case of Ministry of Interior and Coordination of National Government, Embu County. A descriptive survey design was adopted and data was analysed through SPSS and both descriptive and inferential statistics were conducted. The linear regression analysis was done to establish relationship among all the variables in the study. It was noted that flexi time had significant influence on performance. This is because flexi-time had led to increased productivity and that it had reduced absenteeism. Also flexi-time had led to greater autonomy and discretion which led to favourable outcomes such as high job satisfaction, high productivity and high internal motivation. The Institutional management should thus allow employees to be on flexi-time option. However, arrangements should be made for some employees to be excluded from this arrangement for business continuity.

Soenanto et al. (2016) focused on the influence of telecommuting systems and the quality of management on work productivity and the competitiveness of organizational perspectives in multinational companies in Jakarta, Indonesia. The

data was collected by using questionnaires and field surveys. The data was then analyzed using Structural Equation Modeling (SEM). It was noted that a good and reliable telecommuting system was found to have positive and significant influence in increasing the productivity of employees of the companies. The multinational companies surveyed need to give further attention to the importance of telecommuting system, labor productivity and the quality of management in improving the organizational competitiveness. The improvement of labor productivity of the companies, can be done by increasing the skills of the employees in accordance with the needs of the companies. Improvement in telecommuting system can be done by increasing the use of the house as the main place for the employees in doing their job and other business activities.

Sabiha and Daro (2017) focused on the impact of flexible working hours on employees' performance in Pakistan. A descriptive research design was adopted and convenient sampling method was adopted to collect the data from the employees. Both primary and secondary data was collected. It was noted that flexible working hours are the reciprocally advantageous accords between employee and employer to enhance employee productivity and higher profitability of the organization. So in order to have work-life balance and to maintain a healthy family life the flexible working hours are equally acceptable by both male and female employees. This flexi-hours strategy if adopted with proper planning of formality and degree will reduce stress and bring improvement in well-being of an employee's life. Through flexibility, it enables the employees to make the amendments according to the circumstances. It is the tool that is used to increase productivity, job satisfaction, efficiency at work, enhance performance, improve the quality of life, it decreases absenteeism and decrease overtime cost of the organization.

Mungania (2017) study that was based on the Kenyan banking industry with the location based in Nairobi, looked at reduced work option and

employees' performance on the industry. The cross-section survey study used both qualitative and quantitative data. The sample of the study was made up of employees of 43 commercial banks in the country. The study population was made up of 3607 participants and a sample of 360 respondents was selected from this population using Proportionate Stratified random sampling. To deduce the relationship between the study variables the researcher used a simple regression model. According to the findings, there was a positive and significant association between reduced work options and employee performance. Additionally, the results were in line with the social exchange theory views that employees are likely to give profitable work if they feel their needs are being met by their employers.

While evaluating the effect of flexible working arrangements on employee performance in Kericho County Referral Hospital, Kenya, Kiprono (2018) adopted descriptive research design. Stratified sample technique was used to select the sample and the data was collected using closed and open ended questionnaires. The data was analyzed using descriptive statistics with the aid of SPSS and the results were presented using tables and charts. The study results indicated that flexi-time to a small extent affected the employees in the firm on the period of work. There was significant influence of clients' feedback when flexi time was used. Flexi time had no significant influence to the number of family conflict report. It was also noted that flexi-time was not significant in terms of it control of scheduling responsibility. The performance of employees as result of flexi time was found to be significant in performance but not to great extent. Therefore, flexi work scheduling was important in bringing increase in engagement, commitment, retention and job satisfaction.

Mwangi, Theuri and Sang (2018) studied the role of types of work time options on organizational performance of listed companies in the Nairobi Securities Exchange in Kenya. Descriptive and correlation survey research designs were employed.

Stratified simple random sampling technique was applied. The study concluded that companies listed in NSE used different type of flexible work options. The study revealed that having the job sharing pattern of work was advantageous to any organization because the employees were able to share their ideas regarding work. This is because two heads are better than one and that integrations of various forms of flexible work options had given employees a wide option from which employees could choose what best applies in their case. This became a motivator to employees and contributed to increased output, the adoption of supportive flexible work program led to a more dedicated staff and enhanced the organizational performance. The findings were supported by the positive and significant relationship between type of flexible work options and organizational performance.

METHODOLOGY

This study adopted a descriptive survey design. The target population of this study was 42 commercial bank in Kenya where the human resource manager and the corporate affairs managers formed the respondents for the study to make a target population of 84 respondents. Data was collected

using structured questioners. The study used both quantitative and qualitative data. The instrument that is adopted has both open-ended and close-ended questions. Descriptive statistics including frequencies, percentages, means and standard deviation were used to analyze the data. The analysis was done using Statistical Package for Social Sciences (SPSS, version 22) which is comprehensive and offered extensive data handling capacity and a host of statistical analysis to analyze the data. A multiple linear regression was used to assess the relationship between independent variables. Out of the 84 respondents who participated in the study, 56 respondents' responded to the questionnaire making a response rate of 66.7%.

FINDINGS

Effect of Flexible Work Arrangement on Employee Performance

The study requested the respondents to indicate their levels of agreement in relation to the statements on the effect of flexible work arrangement on employee performance in the commercial banks.

Table 1: Statements on the effect of flexible work arrangement on employee performance

| | Mean | S D |
|--|------|------|
| The organization has flexible working arrangements that assist in my performance improvement | 2.79 | 0.12 |
| My manager is aware of the importance of flexible work arrangement for the team performance | 2.38 | 0.13 |
| I'm clear about my working hours and I don't come in early or leave late | 3.27 | 0.11 |
| Flexible work schedule has enabled me to increase my performance for this organization. | 2.61 | 0.15 |
| The demands related to my position in the workplace encourage me to take up flexible work schedule | 3.54 | 0.18 |
| If I had not been availed a flexible work schedule, I would not have been able to take on extra responsibilities. | 3.89 | 0.17 |
| My manager might think less of my devotion to the organization if I asked to have flexible work schedule. | 3.61 | 0.11 |
| Tele-working has enabled me to continue taking care of my work responsibility while at home taking care of my family | 2.20 | 0.18 |
| Tele-working has enabled me to solve work problems while I am away from work. | 2.54 | 0.11 |
| Tele-working has encouraged me to continue performing well for this organization. | 2.36 | 0.14 |

From the findings, majority of the respondents agreed that if they had not been availed a flexible

work schedule, they would not have been able to take on extra responsibilities as shown by a mean of

3.89 and a standard deviation of 0.17, that their manager might think less of their devotion to the organization if they asked to have flexible work schedule as illustrated by a mean of 3.61 and a standard deviation of 0.11, that the demands related to their position in the workplace encourage them to take up flexible work schedule as shown by a mean of 3.54 and a standard deviation of 0.18. The respondents were neutral on the statement that they are clear about their working hours and don't come in early or leave late as shown by a mean 3.27 and a standard deviation of 0.11 the organization has flexible working arrangements that assist in their performance improvement as described by a mean of 2.79 and a standard deviation of 0.12.

Majority of the respondents disagree and that flexible work schedule has enabled them to increase their performance for this organization as shown by a mean of 2.61 and a standard deviation of 0.15, tele-working has enabled them to solve

work problems while they are away from work as shown by a mean of 2.54 and a standard deviation of 0.11, their managers are aware of the importance of flexible work arrangement for the team performance as illustrated by a mean of 2.38 and a standard deviation of 0.13. The respondents further disagreed that tele-working has encouraged them to continue performing well for the organization as shown by a mean of 2.36 and a standard deviation of 0.14 and that tele-working has enabled them to continue taking care of their work responsibility while at home taking care of their family as demonstrated by a mean of 2.20 and a standard deviation of 0.18.

Effect of Family Leaves on Employee Performance

The study requested the participants to show the extent to which they agreed or disagree on statements relating to the effect of family leaves on employee performance in commercial banks.

Table 2: Statements relating to the effect of family leaves on employee performance

| Family Leave | mean | S D |
|---|------|------|
| The institutions' family leave policies allow employees to be away from the workplace for a particular period of time in order to deal with family responsibilities | 4.20 | 0.19 |
| Employees in the institution are satisfied with their job since the institution offers family leave | 3.64 | 0.13 |
| I put much effort for this organization because it gives extended paternal and maternal leave for the employees | 3.75 | 0.14 |
| I work hard because am not denied any benefit because of taking leaves | 4.20 | 0.19 |
| I continue using organization facilities whenever am on leave | 1.95 | 0.17 |
| The reason why I am still working for this organization is because they offer study leaves to employees. | 3.80 | 0.15 |
| I am always thinking about work while I am on leave. | 2.18 | 0.17 |
| Family leave offered in the institution improves my commitment to the organization as an employee | 3.79 | 0.18 |
| Limited amount of family leaves upholds the production of the employees | 3.14 | 0.11 |
| Family leave is enables the employees to concentrate on family matters adequately which ensures concentration during working time thus better performance | 3.70 | 0.15 |

The findings showed that majority of the participants agreed that the institutions' family leave policies allow employees to be away from the workplace for a particular period of time in order to deal with family responsibilities as shown by a

mean of 4.20 and a standard deviation of 0.19, that they work hard because they are not denied any benefit because of taking leaves as illustrated by a mean of 4.20 and a standard deviation of 0.19, the reason why they are still working for this

organization is because they offer study leaves to employees as demonstrated by a mean of 3.80 and a standard deviation of 0.15, that family leave offered in the institution improves the commitment to the organization as an employee 3.79 and a standard deviation of 0.18. Similarly, Kadiegu (2015) revealed that employees take up family leaves to take care of family members and attend to emergencies.

The respondents agreed that they put much effort for this organization because it gives extended paternal and maternal leave for the employees as shown by a mean of 3.75 and a standard deviation of 0.14, family leave enables the employees to concentrate on family matters adequately which ensures concentration during working time thus better performance as described by a mean of 3.70 and a standard deviation of 0.15 and that employees in the institution are satisfied with their job since the institution offers family leave as shown by a mean of 3.64 and a standard deviation of 0.13. Consistent to the findings, Sehrish (2015)

revealed that family would impact employee performance positively. A happy employee will be self-driven to work compared to an unhappy employee who is striving to get the right balance between work, family and self.

The participants were undecided on the statement that limited amount of family leaves upholds the production of the employees as shown by a mean of 3.14 and a standard deviation of 0.11. The participants disagreed that they are always thinking about work while they are on leave as shown by a mean of 2.18 and a standard deviation of 0.17 and that they continue using organization facilities whenever they are on leave as shown by a mean of 1.95 and a standard deviation of 0.17.

Effect of Reduced Work Option On Employee Performance

The study sought to examine the effect of reduced work option on employee performance in commercial banks.

Table 3: Reduced work option and employee performance

| | mean | S D |
|--|------|------|
| I am motivated to perform well because the organization encourages employees to have more time with their family | 3.64 | 0.14 |
| I am able to compress my working hours so that I have enough time for my family and friends | 3.75 | 0.15 |
| My manager allows me to finish work earlier so I can attend to my personal issues | 3.20 | 0.13 |
| The organization allows employees to finish their work in a shorter time | 3.54 | 0.17 |
| Alternative work location has enabled me to increase work output | 2.88 | 0.18 |
| Offering of alternative work location has motivated me to continue working for this organization. | 2.65 | 0.24 |
| My supervisor complains about my work if I do it at home. | 2.20 | 0.22 |

From the findings the study revealed that majority of the respondents agreed that they are able to compress their working hours so that they have enough time for their family and friends as shown by a mean of 3.75 and standard deviation of 0.15, they are motivated to perform well because the organization encourages employees to have more time with their family as shown by a mean of 3.64 and a standard deviation of 0.14, that the organization allows employees to finish their work

in a shorter time as shown by a mean of 3.54 and a standard deviation 0.17. Consistent to the findings, Muli (2015) found that there is a significant positive statistical relationship between reduced work option with employee performance.

The respondents were undecided in the statement that their manager allows them to finish work earlier so they can attend to their personal issues as demonstrated by a mean of 3.20 and a standard deviation of 0.13, and that alternative work location

has enabled them to increase work output as shown by a mean of 2.88 and a standard deviation of 0.18. The respondents disagreed that offering of alternative work location has motivated them to continue working for the organization as shown by a mean 2.62 and a standard deviation 0.24 and that their supervisor complains about their work if they

do it at home as shown by a mean of 2.20 and a standard deviation of 0.22.

Compressed Work Week and Employee Performance

The study sought to examine the effect of Compressed Work Week on employee performance in commercial banks.

Table 4: Statements that relate to the effect of compressed work week option on employee performance

| Statement | mean | S D |
|---|-------------|------------|
| Compressed work week options is related to improved performance ratings | 3.54 | 0.17 |
| Compressed work week options has a positive effects on employee job satisfaction | 3.75 | 0.15 |
| Compressed work week options enhance employee's commitment to organization goals | 3.64 | 0.13 |
| Compressed work week options reduce employee turnover in the organization | 3.80 | 0.15 |
| Compressed work week options results to better job satisfaction | 3.89 | 0.17 |
| Compressed work week options enables me to attend to family responsibilities better | 3.61 | 0.13 |

The findings show that respondents agreed that compressed work week options results to better job satisfaction as shown by a mean of 3.89 and a standard deviation of 0.17, compressed work week options reduce employee turnover in the organization as depicted by a mean of 3.80 and a standard deviation of 0.15, compressed work week options has a positive effects on employee job satisfaction as shown by a mean of 3.75 and a standard deviation Of 0.15. The respondents agreed that compressed work week options enhance employee's commitment to organization goals as illustrated by a mean of 3.64 and a standard deviation of 0.13, compressed work week options

enables them to attend to family responsibilities better as shown by a mean of 3.61 and a standard deviation of 0.13 and that compressed work week options is related to improved performance ratings as shown by a mean of 3.54 and standard deviation of 0.17. Inconsistent to the findings, Njiru (2016) found that compressed work hours had insignificant effect on employee performance since job satisfaction and staff morale was low.

Employee Performance

The respondents were required to indicate their levels of agreement on the statements assessing employee performance

Table 5: Statements on employee performance

| | Mean | S D |
|---|-------------|------------|
| Tele-working has increased my work output and overall organization performance | 2.38 | 0.18 |
| Since the introduction of work life balance the employee's performance has really improved in the organization. | 3.52 | 0.16 |
| Working at home has increase my overall work performance | 2.27 | 0.14 |
| I always finish my work on time because of flexible work schedule. | 3.84 | 0.20 |
| I put more effort on my work because it offers flexible work schedule. | 3.73 | 0.16 |
| I have always worked better for this organization because I have enough time for my family and friends. | 3.50 | 0.16 |
| In my free time I still deal with my duties | 2.98 | 0.17 |
| Due to work related duties, I have to make changes to my plans for family activities | 3.61 | 0.15 |
| The amount of time my job takes up makes it difficult to fulfill family responsibilities | 3.25 | 0.14 |
| Flexible working schedule has enabled this organization to expand than before | 3.09 | 0.15 |

Majority of the respondents agreed that they always finish their work on time because of flexible work schedule as shown by a mean of 3.84 and a standard deviation of 0.20, they put more effort on their work because it offers flexible work schedule as illustrated by a mean of 3.73 and a standard deviation 0.16, due to work related duties, they have to make changes to their plans for family activities as demonstrated by a mean of 3.61 and a standard deviation of 0.15, since the introduction of work life balance the employee's performance has really improved in the organization as shown by a mean of 3.52 and a standard deviation of 0.16, and that they have always worked better for this organization because they have enough time for their family and friends as demonstrated by a mean of 3.50 and a standard deviation of 0.16. Similarly, Lewellyn, (2009) found that the availability of

work-life practices was associated with higher organizational commitment.

The participations were neutral on the statement that the amount of time their job takes up makes it difficult to fulfill family responsibilities as demonstrated by a mean of 3.25 and a standard deviation of 0.14, flexible working schedule has enabled the organization to expand than before as shown by a mean of 3.09 and a standard deviation of 0.15 and that in their free time they still deal with their duties as described by a mean of 2.98 and a standard deviation 0.17. The respondents disagreed that tele-working has increased their work output and overall organization performance as shown by a mean of 2.38 and a standard deviation of 0.18 and that working at home has increase their overall work performance as shown by a mean of 2.27 and a standard deviation 0.14.

Regression Analysis

Model Summary

Table 6: Regression analysis Model summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .845 ^a | .714 | .695 | .24212 |

a. Predictors: (Constant), flexible work arrangement; family leaves and reduced work option, compressed work week

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variables: From the findings in the above table the value of adjusted R squared was 0.695 an indication that there was a variation of 69.5 percent on employee performance due to changes in flexible work arrangement, family leaves, reduced work option and compressed work week option at 95 percent confidence interval. This shows that 69.5

percent changes in employee performance could be accounted to changes in flexible work arrangement, family leaves, reduced work option and compressed work week option. R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above there was a strong positive relationship between the study variables as shown by 0.845.

ANOVA Analysis

Table 7: ANOVA Analysis

| ANOVA | | | | | | |
|-------|------------|----------------|----|-------------|---------|-------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 151.624 | 4 | 37.906 | 13.8469 | .012b |
| | Residual | 101.288 | 37 | 2.7375 | | |
| | Total | 252.912 | 41 | | | |

From the table above, the processed data, which is the population parameters, had a significance level of 0.012 which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%.

The F critical at 5% level of significance, 4 d.f, 37 d.f was 2.626 while F calculated was 13.8469, since F calculated is greater than the F critical (value = 2.626), this shows that the overall model was significant.

Coefficients

Table 8: Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients Beta | t | Sig. |
|---------------------------|-----------------------------|------------|-----------------------------------|-------|------|
| | B | Std. Error | | | |
| (Constant) | 1.343 | 0.322 | | 4.171 | .014 |
| Flexible Work Arrangement | 0.782 | 0.184 | 0.626 | 4.250 | .012 |
| Family Leaves | 0.823 | 0.192 | 0.675 | 4.286 | .013 |
| Reduced Work Option | 0.598 | 0.155 | 0.462 | 3.858 | .018 |
| Compressed work week | 0.625 | 0.142 | 0.503 | 4.197 | .012 |

$$Y_i = 1.343 + 0.782 X_1 + 0.823 X_2 + 0.598 X_3 + 0.625 X_4 + \epsilon$$

From the regression equation above it was found that holding flexible work arrangement, family leaves, reduced work option and compressed work week to a constant zero, employee performance would be 1.343. A unit increase in flexible work arrangement would lead to increase in employee performance by 0.782 units. A unit increase in family leave would lead to increase in employee performance by 0.823. A unit increase in reduced work option would lead to increase in employee performance by 0.598 units. A unit increase in compressed work week would lead to increase in employee performance by 0.625 units. At 5% level of significance and 95% level of confidence, all the variables were significant ($p < 0.05$).

CONCLUSIONS AND RECOMMENDATIONS

The study concluded that the managers might think less of the employees' devotion to the organization if they asked to have flexible work schedule. The demands related to employees' positions in the workplace encourage the employees to take up flexible work schedule. The study revealed that flexible work schedule has enabled them to increase their performance for the organizations.

The study further concluded family leave policies in the commercial banks allow employees to be away from the workplace for a particular period of time in order to deal with family responsibilities. The

employees work hard because they are not denied any benefit because of taking leaves.

The study also concluded that employees are able to compress their working hours so that they have enough time for their family and friends. They are motivated to perform well because the organization encourages employees to have more time with their family.

Compressed work week options results to better job satisfaction and reduce employee turnover in the commercial banks. A compressed work week option enhance employee's commitment to organization goals, enable them to attend to family responsibilities better and is related to improved performance ratings.

The study recommended that different forms of flexible work arrangement be adopted by the commercial banks from basic flextime programs to innovative child-and elder-care programs to have maximum productivity of employees in the institutions.

The study revealed that family leave allows employees to be away from the workplace for a particular period of time in order to deal with family responsibilities as well as improving employees' commitment to the organization. Commercial banks should therefore see to it they have different forms of family support services to include all cadres of employees.

The study found that reduced work time option and compressed work week creates more time for employees with their family which in turn enables them to adequately perform their work

responsibilities. The institutions should support the program by adopting technology such as using tablets and laptops where the employees continue to effectively work from different work locations.

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