



FLEXIBLE WORK ARRANGEMENT AND EMPLOYEE PERFORMANCE; A CASE OF LAKE VICTORIA NORTH WATER WORKS DEVELOPMENT AGENCY

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ABSTRACT

Organization's success and sustained competitive advantage depend on appropriate human resources strategies that promote employee well-being and care to foster employees' personal initiatives and proactive behavior. Prior research suggests that High Performance Work Practices increase employees' knowledge, skills, and abilities and the result is greater job satisfaction, enhanced commitment, lower employee turnover, and improved employee performance. Flexible Work Arrangement practices being a functional part of High Performance Work Practices, most of the organizations believe linking it up with performance gives rise to a better performance indicator that is positive. The main objective of this study was; to examine the influence of Flexible Work Performance Arrangement on Employee Performance at the lake Victoria North Water Works Development Agency. Descriptive research design was used in this study. Target population consisted of the staff of Lake Victoria North Water Development Agency. Stratified random sampling technique was employed. Primary data was collected by use of structured questionnaires. Data was analyzed through descriptive statistics (frequencies, percentages, mean and standard deviation) using statistical package for social sciences (SPSS). Inferential statistics was used in analysis for determination of correlation. Overall finding was that Flexible Work Arrangement Practices had a positive relationship with employee performance in Lake Victoria North Water Works Development Agency. The management of Lake Victoria North Water Development Agency should encourage and strengthen the relationship between Flexible Work Arrangement practices on Employee performance since correlation is positive. Recommendation of the study was for support of the further studies on same variables using other different methods and organizations

Key words: Flexible Work Management, Employee Performance

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INTRODUCTION

Performance management systems (PMS) are defined as a series of human resource management (HRM) practices, like goal-setting, coaching and appraisal, which serve to goal-set, follow-up and evaluate the efforts of employees. PMS help organisations in “identifying, measuring, and developing the performance of individuals and teams” (Aguinis, 2013). Hereby, ‘performance’ refers to every behavioural or attitudinal outcome of employees’ work activities, which acts upon public values or the goals of the organization (Van Dooren *et al.*, 2015). The aim of PMS is to progress and develop employees’ performances, as well as to ensure that their efforts are in accordance with organizational values and objectives (Aguinis, 2013; Van Dooren, Bouckaert & Halligan, 2015).

Globally, many of the organizations are adapting to a variety of changes in order to remain competitive in their various markets lest they be deemed irrelevant (Beauregard & Henry, 2009). Businesses continue to rapidly adapt to the changing business conditions as well smart organizations are keenly seeking to reduce costs they incur in terms of workspace so as to avoid the ever rising expenses as they expand and thus are turning into more flexible conditions of work. In the study by Regus (2011) on employee performance, there are a myriad of benefits that come with flexibility in working as there are the types of flexible working arrangements. According to Mukururi and Ngari (2014) flexibility work management, range from savings that come as a result of real estate savings, lighting and heating savings, and improvement in employee motivation to employee retention and productivity. Muli, Muathe and Muchiru (2014) embrace flexible working is also in line with sustainable development as reports show that each employee in the service industry generates an average equivalent of two tons of greenhouse emissions annually, further observes. Furthermore, not many businesses would like to pay for energy consumed in unused space in their workplaces.

Performance management systems extend performance appraisal with goal-setting and monitoring to create a developmental process during which leaders set clear goals or expectations for their employees (i.e. what is expected of them and in which situation) and ensure frequent feedback and follow-up on those goals and expectations, feeding into performance evaluations. Subsequently, a new cycle of planning, monitoring and evaluating can begin (DeNisi & Murphy, 2017; Pulakos, Mueller-Hanson & Arad, 2018). Despite the fact that the nature and application of performance management systems can differ between and within organizations (i.e. suggesting they are an ‘approaches’ rather than ‘tools’), authors like Brown *et al.* (2018) argue that all present-day organizations have some kind of performance management system in place; hence, flexible working has been recognized as one of the most prominent aspects of work/family life balance.

Performance management systems can have distinct advantages for the well-being and performance of individual employees and the organizations to which they belong (Biron, Farndale & Paauwe, 2011; Levy, Tseng, Rosen & Lueke, 2017). Among other benefits, performance management can increase employees’ self-esteem, motivation, engagement and improve communication and goal comprehension among employees and their leaders (Aguinis, Joo & Gottfredson, 2011; Aguinis, Gottfredson & Joo, 2012). These proximal or intermediate outcomes of performance management systems are seen as ultimately serving more distal organizational outcomes, including financial or operational performance benefits (Biron *et al.*, 2011; Gruman & Saks, 2011), enhanced organizational accountability, transparency and stakeholder legitimacy (Moynihan & Pandey, 2010). This causal logic follows that of the HRM value chain, which sees employees’ well-being as a crucial link between on the one hand HRM systems, such as performance management systems and on the

other hand (organizational) performance) (Wright & Nishii, 2013).

In the study by Muchiru *et al.*, (2014) on employee performance, employee productivity is the measurement of the level to which employees in an organisation satisfy the desired goals and objectives, as measured by the level(s) of output of an individual or group of employees over a specified duration; hence, an individual employee's productivity levels are arrived at through comparing their productivity relative to the average of co-workers in the same level. The importance of productivity of the workforce cannot be underestimated as it plays a critical role in the overall organisational productivity. It thus is the role of every manager in an organisation to motivate his/her employees to achieve the desired corporate goals.

Mukururi and Ngari (2014) embrace the need for flexible working is growing; hence, the changing context of work is creating new challenges and opportunities that companies can only meet with the sort of agility that flexible working arrangement provide. In order to convince companies to embrace or extend flexibility, the benefits must be clear. Flexible work arrangements lead to twelve tangible benefits of flexible working. Six of these benefits address the changing business context (increased employee productivity, effective virtual teams, business continuity, reduced business travel, and agile infrastructure). The remaining six address the changing employee context (increased engagement, greater retention, more senior women, the attraction and retention of senior executives, flexible retirement, and generational working styles). In responding to the changing context of work, companies that endorse flexible working can remain competitive by leveraging emerging opportunities. Flexible working arrangements allow companies to meet present and future challenges by creating choice, accommodating generations, enabling complexity, and creating agility. This, in the long run, improves employee performance.

Statement of the Problem

The output of any organization depends on the performance of its employees; hence, there are a variety of factors that affect the performance of employees in an organization and these can either lead to the ascent or descent of the output (Armstrong, 2006). Most of the scholars observe that employee satisfaction is likely to increase one's performance as one will always exert himself or herself to a task that they feel they are capable of and in an environment that is conducive. On the other hand, factors such as work pressure, fatigue and high stress levels are likely to limit performance in organizations, more so, an employee can hardly perform their stipulated tasks effectively and neither can they do them efficiently if they are pressured or fatigued (McNall, Masuda, & Nicklin, 2010). Among these work arrangements, flextime has been one of the most employed programme (Muli, Muathe, & Muchiri, 2014). Organizations have seen the use of flextime being introduced in recent times; especially it is more common in banking industry and other demanding places or organizations that are following suit.

In Kenya, most of the organizations have undergone drastic changes in terms of employing strategic practices inclusive the flexible work arrangements (Muli, Muathe & Muchiri, 2014). Due to the nature of the organizations, in the past the industries have seen high stress levels among employees, work pressure and even work/family conflicts that as a result has led to low productivity and even high turnover levels (Kamau, Muleke, Mukaya, & Wagoki, 2013). Among these is the flexible work arrangement where in particular flextime work arrangement has been majorly employed. This work arrangement comes with its benefits and challenges with an impression of either improving or lowering the employee performance. In the study by Al-Rajudi (2012) in the Gaza strip, results showed a link between flextime among other flexible arrangements and employee productivity, however, Muli, Muathe and Muchiri (2014) carried out a similar research but theirs focused on the wider

work-life initiatives and on the contrary most of the organizations did not embrace the idea of flexible work management with a conclusion that the strategy only benefits the employees but not the organization. Conclusions arising from scholars, among them Al-rajudi (2012) supporting the Flexible Work Management strategy and Muli, Muathe and Muchiri (2014) partially supporting the strategy gives rise to a research gap that necessitated this study to be undertaken.

Objectives of the study

The objective of this study was to determine the extent to which flexible work arrangements affect employee performance at Lake Victoria North Water Works Development Agency. The study was guided by the following research hypothesis;

- **H₀:** Flexible Work Arrangements have no significant influence on employee performance at Lake Victoria North Water Works Development Agency

LITERATURE REVIEW

HRM Models:

Various models of HRM have been developed from time to time by different scholars in order to help managers in the development of the best HRM practices. All these models have helped HR practitioners to effectively manage the HR. Some of the important models have been discussed as follows:

Harvard Model: The Harvard model (Beer *et al.* 1984) works as a strategic roadmap to guide all managers in their relations with their employees and concentrate on the hard and soft aspects of HRM. It strives at employee commitment and not control. It also works on the premise that employees need to be congruent, competent and cost-effective.

Michigan Model: The Michigan model (Devanna *et al.*, 1984) focuses on hard HRM. It holds that people should be managed like any other resources and so obtained cheaply, used sparingly, developed and exploited fully. It also emphasizes the interrelatedness of HRM activities. According to this

model, selection, appraisal, development, and records are geared towards organization performance

Guest Model: Guest comparative model (Guest, 1997) works on the premise that a set of integrated HRM practices will result in superior individual and organization performance. It advocates a significant difference of HRM from personnel management. It holds that HRM strategies like differentiation, innovation, the focus of quality and cost reduction will lead to practices like better training, appraisal, selection, rewards, job description, involvement, and security, therefore, leading to more outcomes. Commitment and flexibility will affect performance. In that productivity will increase; innovation will be achieved as well as limited absence, labor turnover, and conflict or customer complaints.

Warwick Model: This model was developed by (Hendry and Pettogreed, 1990) and the Centre for strategy and change, Warwick University in the early 1990s. It emphasizes on analytic approach to HRM. It also recognizes the impact of the role of the personal functions on the HR strategy content. The researcher focused their research on mapping the context, identifying the inner organization and external environment context.

Goal Setting Theory

Goal setting refers to goals being set for the future for subsequent performance of an individual or organizations. The pioneer of goal setting theory Edwin Locke states that when individuals or organizations set more difficult goals, then they perform better. On the other hand, if the set goals are easy then the performance of an individual or organization decreases (Locke & Latham 2006). This theory by Locke was developed inductively after studying the psychology of organizations and industries over the years.

Locke's Goal Setting Theory

This theory is the work of Locke and Latham (1990). The theory posits that behaviour is determined by either values or intentions (goals). According to the theory, a goal is what someone is working towards achieving. Emotions play a critical role in forming value judgements, that is, one's values create a desire to do things consistent with them. Goals also affect behaviour (job performance) through other mechanisms; hence there is a direct relationship between goals and performance (Locke & Latham, 1990).

Resource-Based View

The ways in which internal resources contribute towards a firm achieving sustainable competitive advantage is known as the resource-based view (Barney & Arian, 2001; Barney, 2001; Barney & Arian, 2001; Priem & Butler, 2001, 2001 for discussions of whether or not the resource-based view is tautological and/or a theory). The resource-based view has been used as the theoretical grounding within most of the research that posits that HRM can have a positive impact on firm performance (Wright, Dunford & Snell, 2001).

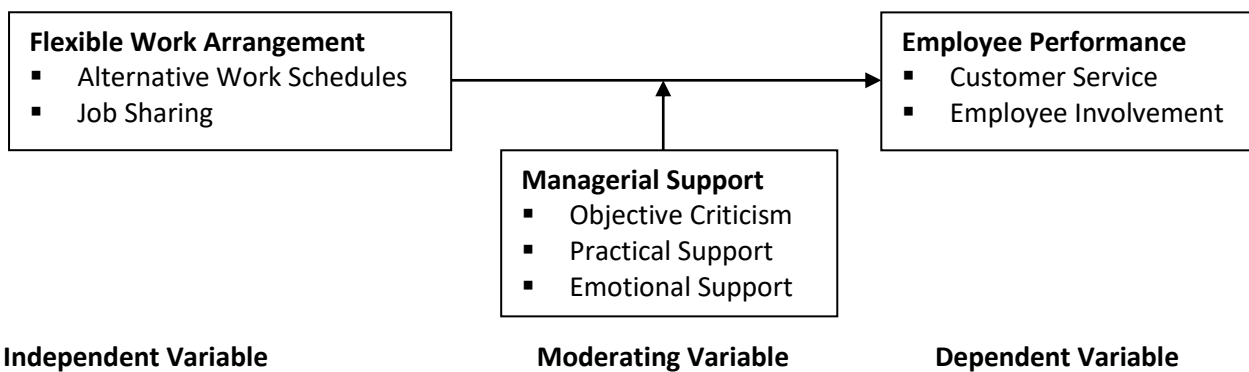


Figure 1: Conceptual Framework

Review of the Variable

In the study by Grzywacz, Carlson, and Shulkin (2008) on employee performance, flexible working arrangements generally refers to a practice in organizations where employees are able to choose when they work and where they work from so long as they fulfill their working obligations in doing so. Giannikis and Mihail, (2011) stipulates flexible working arrangements (FWA) being among the many Work-Life Balance (WLB) initiatives being advanced by many organizations as they seek to enable their employees reconcile their work life and family responsibilities. Work-Life Balance initiatives can also be referred to as family friendly workplace practices, (Giannikis *et al.*, 2011). According to OECD (2010), apart from flexible working arrangements, other family-friendly practices include extra-statutory leaves; employer provided childcare and elderly care supports. In Kenya,

flexible working is starting to get embraced (Muli, Muathe & Muchiri, 2014, Oloiptip & Gachunga, Mukururi & Ngari, 2014). This is especially due to the fact that the country seeks to advance economically by embracing a 24-hour system of service. Furthermore, the ever changing demographics in the labour market is another element pushing organizations to embrace flexibility as they make efforts to arrest any top talent outside there, despite the barriers that may limit these skilled individuals from working in a fixed way (Mukururi & Ngari, 2014). The nature of work available sometimes also calls for more flexible work arrangements than fixed working (Muli, Muathe, & Muchiri, 2014). This includes many projects that are being initiated by the government and other non-governmental organizations as they both work towards Vision 2030.

Flexible Work Management refers to a work schedule whereby worker's workdays are built around mid-day hours when all the important or required employees are present (Al-Rajudi, 2012). It usually refers to scheduling programme for full-time employees which allows these workers to choose their starting and finishing times daily, provided the tasks that are supposed to be done are completed in those number of stipulated hours (Nabe-Nielsen, Garde, Austb, & Diderichsen, 2012). Hildebrandt, (2006) observes that most common flextime practice normally outlines the time when a workday starts and ends to enable all the flextime employees choose the times they will be working within those work limits. However, many companies that offer this arrangement will ensure that all employees are available during some core hours during the day but will give them permission to choose their work schedules in either sides of the core hours. Although flextime is part of policies offered by the HR as a benefit package to help employees, the schedule does not alter the total number of hours one is required to be at the workplace (Al-Rajudi, 2012). There are a variety of benefits that come with flextime type of working arrangement.

According to Duncan and Pettigrew (2012) through these arrangements, organizations are enabled to extend their operating hours at the workplaces without having to increase or spend more on salary costs. This further illustrates the fact observed by Russell, O'Connell, and McGinn (2001) that FWAs not only benefit the employees but the employers too. Flextime Work arrangement also helps save time as less time is wasted due to disruptions that are caused by the arrival and settling down of workers at the same time early in the day. Pérez, *et al.* (2012) opines that if workers arrive at different times, the settling in might actually be less disruptive. Furthermore, Flextime enables the employees to meet personal responsibilities. This is actually important as these personal responsibilities include having to take young children to school or for employees who need to attend evening classes to expand their knowledge in different fields (Acas,

2013). Moreover, Al-Rajudi (2012) asserts that flextime arrangement goes a long way in enhancing employee retention as well as reducing the rate of absenteeism and tardiness in an organization. Flextime work arrangement however comes with its share of challenges too. For instance Grzywacz, Carlson, and Shulkin (2008) are of the idea that although it enables organizations to extend working hours, setting up and maintaining time-keeping systems will always come up with additional costs which might not necessarily is associated with remuneration. This may include power and water costs that are incurred during the extended working hours (Allard, Haas, & Hwang, 2007). On top of this, managers are likely to be burdened more with this kind of arrangements especially in regard to communication, supervision and dealing with scheduling of employee's working time (Towers-Perrin, 2001).

METHODOLOGY

This study used descriptive survey design which involved collecting data of the answered questions about the respondents of the study. The target population of this study comprised of Lake Victoria North Water Works Development Agency Management staff from the integrated response program totaling to 366 in all the six counties served. The study used a sample of 186 respondent based on Krejcie and Morgan formula for determination of sample size of research activity. Sample frame was drawn from Lake Victoria North Water Works Development Agency (Statistics Section, 2019). Since the target population was 366 respondents, sample of 186 respondents was used in the study based on Krejcie and Morgan formula for determination of sample size of research activity. The researcher used close ended (structured) questionnaires to collect primary data from leaders of Lake Victoria North Water Works Development Agency. Data was collected by self-administered questionnaire. The quantitative data collected was analyzed by Statistical Package for Social Sciences (SPSS 23) where descriptive statistics were computed to help in describing and

interpreting data in line with study objectives. For variable relationships, correlation and regression analysis was also examined. Analyzed data was presented by use of tables and in prose form. The Analytical model for the study took the form below:

$$Y = \beta_0 + \beta_1 X_1 + e$$

where Y is Employee Performance, β_0 is a constant; β_1 is the regression coefficients for Flexible Work Management, X_1 – Flexible Work Management practices and e -residual error

FINDINGS AND DISCUSSION

Out of the 186 questionnaires distributed, only 150 were filled and returned representing 80.65% response rate. The demographic statistics used here sought to unearth background information of

individual employees. The profiles checked were, gender, working experience, department that the manager worked in and the level of education of employees.

Descriptive Statistics

Flexible Work Arrangement and Employee Performance

This section sought to obtain information about the employees' views on flexible work arrangement and employee performance. The respondents were given different responses and asked to rate their experiences using a 5- Point Likert scale. The findings were presented in Table 1 and a later a detailed discussion of the findings is presented.

Table 1: Flexible Work Arrangement and Employee Performance

Aspect	Response	Frequency	Percentage	Mean	Standard deviation
The Organization provides flexible work Arrangements to help me fulfill non work performance	Strongly agree	109	72.7	1.2	0.47
	Agree	41	27.3		
	TOTAL	150	100.0		
I have the flexibility I need to manage my work and non-work interests such as caring responsibilities and studies	Agree	41	27.3	3.1	0.99
	Neutral	53	35.3		
	Disagree	40	26.7		
	Strongly disagree	16	10.7		
	TOTAL	150	100		
My responsibilities outside of work restrict my opportunities for promotion	Disagree	28	18.7	4.8	0.40
	Strongly disagree	122	81.3		
	TOTAL	150	100		
My Manager is supportive of flexible work arrangements and discusses the same with me	Strongly agree	110	73.0	1.3	0.47
	Agree	40	27.0		
	TOTAL	150	100.0		
I am able to take extra work because of flexible work arrangements	Neutral	28	18.7	4.2	0.75
	Disagree	68	45.3		
	Strongly disagree	54	36.0		
	Total	150	100		

All the respondents strongly agreed that the organization provides flexible work arrangements to help them fulfill non work performance. The mean score was 1.2 denoting strong agreement. Asked whether they have the flexibility they need to manage their work and non-work interests such as caring responsibilities and studies, the mean score was 4.8 denoting strong disagreement. The respondents agreed that the responsibilities outside work restrict their opportunities for promotion, the mean score was 1.3; this denotes that the strong agreement.

Asked whether the Manager was supportive of flexible work arrangements and discusses the same with employees the mean response was 4.2. This denoted that the staff did not agree to it. The employees did not think that they were able to take extra work because of flexible work arrangements. The mean score was 3.3. In responding to the changing context of work, companies that endorse flexible working can remain competitive by leveraging emerging opportunities. Flexible working arrangements allow companies to meet present and future challenges by creating choice, accommodating generations, enabling complexity, and creating agility. This, in the long run, improves employee performance.

Managerial Support and Employee Performance

The study sought to determine the relationship between managerial support and employee

performance. From the research findings the study established that majority of the respondents denoted that managers do not value them as important assets in the organization as shown by a mean of 1.89 and a standard deviation of 0.26 and it affects employee performance negatively, the manager never shows dislike towards employee needs as a working parent as shown by a mean of 1.86 and a standard deviation of 0.28 and this affects employee performance positively, employees managers do not help them in figuring out how to solve a problem as shown by a mean of 1.86 and a standard deviation of 0.28 hence negatively affects employee performance, supervisors are more willing to make informal arrangements to help employees strike a quality of work life balance as shown by a mean of 1.87 and a standard deviation of 0.29 which affects employee performance positively and management was not helpful to employees when they had a family or personal emergency as shown by a mean of 1.74 and a standard deviation of 0.27 which negatively affects employee performance. It is argued that employees with high managerial support feel more comfortable and less constrained by their jobs, such that they are more likely to help others and be proactive in their jobs. A high level of managerial support motivates employees to contribute their best towards achieving organizational goals (Coyle-Shapiro & Conway, 2005) and performing at a high level (Rhoades & Eisenberger, 2002).

Table 2: Managerial Support

Factor	Response	Frequency	Percentage	Mean	Standard deviation
My manager values me as an important asset in the organization	Strongly agree	3	2.0	1.89	0.26
	Agree	9	6.0		
	Neutral	30	20.0		
	Disagree	45	30.0		
	Strongly Disagree	63	42.0		
	Total	150	100		
My manager shows dislike towards my needs as a working parent	Strongly agree	3	2.0	1.86	0.28
	Agree	9	6.0		
	Neutral	48	32.0		
	Disagree	0	0.0		
	Strongly Disagree	90	60.0		
	Total	150	100		
My manager helps me to figure out how to solve a problem	Strongly agree	30	20.0	1.86	0.28
	Agree	36	24.0		
	Neutral	9	6.0		
	Disagree	15	10.0		
	Strongly disagree	60	40.0		
	Total	150	100		
My supervisor is more willing to make informal arrangements to help employees strike a Quality of Work life Balance	Strongly Agree	6	4.0	1.87	0.29
	Agree	9	6.0		
	Neutral	105	70.0		
	Disagree	30	20.0		
	Strongly Disagree	0	0.0		
	Total	150	100		
Management is helpful to me when I have a family or personal emergency	Strongly Agree	6	4.0	1.74	0.27
	Agree	3	2.0		
	Neutral	6	4.0		
	Disagree	39	26.0		
	Strongly Disagree	96	64		
	Total	150	100		

Employee Performance

This question was meant to obtain the opinion of the respondents on employee performance. The respondents were given factors and asked to rate

them, 1 indicating strong disagreement, and 5, strong agreement. The findings are presented in table 3.

Table 3: Employee Performance

Factor	Response	Frequency	Percentage	Mean	Standard deviation
It is because of my performance that I have been promoted	Strongly agree	120	80.0	1.8	0.6
	Agree	15	10.0		
	Neutral	3	2.0		
	Disagree	9	6.0		
	Strongly Disagree	3	2.0		
This organization deserves my loyalty because it has invested in employees	Total	150	100	2.1	0.83
	Strongly agree	120	80.0		
	Agree	15	10.0		
	Neutral	6	4.0		
	Disagree	3	2.0		
My manager gives me feedback about my performance	Strongly Disagree	6	4.0	1.1	0.33
	Total	150	100		
	Strongly agree	105	70.0		
	Agree	27	18.0		
	Neutral	12	8.0		
The experience I have gained has been because of this Organization	Disagree	3	6.0	1.08	0.36
	Strongly disagree	3	6.0		
	Total	150	100		
	Strongly Agree	45	30.0		
	Agree	30	20.0		
Employees who perform poorly are punished	Neutral	15	10.0	1.08	0.36
	Disagree	12	8.0		
	Strongly Disagree	48	32.0		
	Total	150	100		
	Strongly Agree	3	2.0		
	Agree	90	60.0	1.08	0.36
	Neutral	48	32.0		
	Disagree	9	6.0		
	Strongly Disagree		0.0		
	Total	150	100		

The study sought to determine factors leading to employee Performance, from the research findings the study established that majority of respondents strongly agreed that it was because of their performance that they were promoted as shown by mean of 1.80 and a standard deviation of 0.6, they strongly agreed that the organization deserved their loyalty because it had invested in employees as shown by mean of 2.1 and a standard deviation of 0.83 and further agreed that the manager gives them feedback about their performance as shown by a mean of 1.1 and 0.33, respondents agreed that the experience they had gained has been because of LVNWWDA as shown

by a mean of 1.08 and a standard deviation of 0.36 and finally respondents agreed that employees who perform poorly are punished as shown by a mean of 1.08 and a standard deviation of 0.36. This concurs with Singh (2004) who indicated that there is a significant relationship between the human resources practices such as training, staffing, managerial support and compensation and market performance of the firm.

Correlation Analysis

Before carrying out any further inferential analysis, a correlation test was conducted to determine the existence, strength and the direction of a linear

relationship between various independent variables and employee performance. The Pearson product moment correlation technique was used. Correlation analysis results of the relationship

between high performance work practices and employee performance are shown in Table 4 in this section.

Table 4: Correlation Matrix

		1	2	3	
Flexible work arrangements	Pearson Correlation	.720**	1		
	Sig. (2-tailed)	.000			
	N	150	150		
Managerial support	Pearson Correlation	.547**	.706**	1	
	Sig. (2-tailed)	.000	.000		
	N	150	150	150	
Employee performance	Pearson Correlation	.447**	.616**	.544**	1
	Sig. (2-tailed)	.003	.000	.000	
	N	150	150	150	

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

Correlation analysis enables the researcher to determine the strength and significance of relationship between each individual independent variable and the dependent variable. The results in Table 4 showed that Flexible work arrangements has a positive and significant relationship with employee performance as shown by the results (R = 0.720 and p-value = 0.000). Similarly, Managerial

support has a positive and significant relationship with employee performance as shown by the results (R = 0.706 and p-value = 0.000). Therefore, on the overall, Flexible Work Management practices and Managerial Support Practices has a positive relationship with employee performance in LVNWWDA.

Regression Analysis;

Table 5: Multiple Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	4.580	.474			9.662	.000		
FWA	.158	.140	.191		1.123	2.68	.180	6.351
MS	-.549	.220	-.560		-2.494	.017	.314	3.187

a. Dependent Variable: EP (Employee Performance)

Key; FWA= Flexible work arrangements, MS=Managerial support

The results depicted that there is no multi collinearity because the VIF values are less than 10 (Robert, 2015).The parameters of selection hiring and flexible work arrangements are not significant in the model since their p values are greater than 0.01. This implied that they do not predict response variable employee performance sufficiently. The statistical model which presents a simplified way of

linking the relationship between Flexible Work Management and Managerial Support practices and employee performance was given as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2$$

From Table 5 in this section, it is noted that $\beta_0 = 4.580$, $\beta_1 = -.158$, $\beta_2 = .549$, $X_1 =$ Flexible work Arrangement, $X_2 =$ Managerial Support. When the

values of the constants are replaced, the regression equation become $YE_{EP} = 4.580 + .158X_4 - .549 X_5$.

CONCLUSIONS AND RECOMMENDATIONS

The finding shows that the organization provides flexible work arrangements to help employees fulfill non work performance. Employees did not think that they were able to take extra work because of flexible work arrangements. From the research findings managers like their staff which affects employee performance positively. Furthermore, supervisors are more willing to make informal arrangements to help employees strike a quality of work life balance. Managerial support has a positive and significant relationship with employee performance. Flexible working arrangements allow companies to meet present and future challenges by creating choice, accommodating generations, enabling complexity, and creating agility. This, in the long run, improves employee performance. A high level of managerial support motivates employees to contribute their best towards

achieving organizational goals. It is argued that employees with high managerial support feel more comfortable and less constrained by their jobs, such that they are more likely to help others and be proactive in their jobs.

The study recommended that managers in Lake Victoria North Water Works Development Agency should be supportive of flexible work arrangements and discuss the same with employees. This would help employee performance in the company. Managerial support is important and therefore managers should value employees as important assets in the organization.

Areas for Further Research

Further research should be conducted in other Water Works Development Agencies on relationship between Flexible Work Management and employee performance. A study on each variable should be conducted in relation to employee performance in other Agencies.

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