

**FLEXIBLE WORKING ARRANGEMENTS ON EMPLOYEE  
PERFORMANCE IN PUBLIC UNIVERSITIES IN MOUNT KENYA  
REGION**

**MERCY KANYUA MWITI**

**A Research Project Submitted in Partial Fulfillment of the Requirements  
for the Conferment of Master of Business Administration of Meru  
University of Science and Technology**

**2023**



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.

**2023**

**DECLARATION**

This project is my original work and has not been presented for a degree in any other institution.

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Signature:..... Date: .....

This project has been submitted with our approval as the university supervisors.

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## **DEDICATION**

I dedicate this thesis to my beloved husband, Samuel Nyandika, and sons  
Kayden & Kevan for their love and support in making my dream a reality.

## **ACKNOWLEDGEMENT**

I would like to thank God for his blessings at all times. I would not have made it this far without his grace.

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## **ABBREVIATIONS AND ACRONYMS**

|          |  |
|----------|--|
| COVID 19 | Coronavirus Disease of 2019                                |
| DV       | Dependent Variable   |
| DW       | Durbin Watson  |
| ET       | Expectancy Theory  |
| FWA      | Flexible Working Arrangements                              |
| HF       | Hygiene Factor   |
| HR       | Human Resource   |
| HRM      | Human Resources Management                                 |
| ICT      | Information Communication Technology                       |
| ILO      | International Labor Organization                           |
| IV       | Independent Variable                                       |
| IT       | Information Technology                                     |
| Mo E     | Ministry of Education                                      |
| MUST     | Meru University of Science and Technology                  |
| NACOSTI  | National Commission for Science, Technology and Innovation |
| OLS      | Ordinary Least squares                                     |
| SDT      | Self Determination Theory                                  |
| SPSS     | Statistical Package for Social Science                     |

|        |  |
|--------|--|
| TTF    | Task Technology Fit                                    |
| TDT    | Tri-dimensional Theory                                 |
| UK     | United Kingdom   |
| UNICEF | United Nations International Children's Emergency Fund |
| USA    | United States of America                               |
| VTF    | Variance Tolerance Factor                              |

## ABSTRACT

The study sought to identify the effect of flexible working arrangements on employee performance in public universities in Mount Kenya region. The Objectives of the study were: to determine the extent to which job sharing affects performance of employees in public universities in Mount Kenya region; to determine how remote/teleworking affects employee performance of Public Universities in Mount Kenya region; to determine the extent to which compressed work schedules affects employee performance of public Universities in Mount Kenya region. The study was guided by the hypothesis: There is no statistically significant relationship between job sharing and employee performance of public universities in Mount Kenya region; There is no statistically significant relationship between remote/teleworking and employee performance of public Universities in Mount Kenya region; There is no statistically significant relationship between compressed work schedules and employee performance in public Universities in Mount Kenya region. The target populations of the study were 3,012 employees of public Universities in Mount Kenya region consisting of teaching and non-teaching staff. The sample size was 353 respondents determined by use of Yumane formulae. The study employed descriptive research design. The open-ended questionnaire was used as the main data collection instrument. Data analysis and interpretation was based on descriptive statistics and inferential statistics. In addition, a multiple regression model was used to explore the relationship between the variables under study. A pilot test will be carried out in a public University outside Mount Kenya region to ensure validity and reliability of the data collection instruments prior to actual collection of data. The data was analyzed using SPSS software version 28. Descriptive statistics were presented in frequency tables, percentages, mean, standard deviations and graphs. Inferential statistics were used in testing null hypotheses. Results showed that job sharing and employee performance of public universities were positively and significantly related ( $\beta=0.247$ ,  $p=0.000$ ). In addition, teleworking and employee performance of public universities were positively and significantly related ( $\beta=0.380$ ,  $p=0.000$ ). Further results revealed that compressed work schedules and employee performance of public universities were positively and significantly related ( $\beta=0.391$ ,  $p=0.000$ ). The study concluded that there was a statistically significant relationship between job sharing, teleworking, and compressed work schedule and employee performance of public universities in Mount Kenya region. The study recommends that Managers should improve the use of flextime work arrangement because it enhances employee performance, reduces absenteeism and increases employee satisfaction. Universities should also build flexible arrangements since they help employees in managing their work load, their personal life and help them to assess their responsibilities.

## OPERATIONAL DEFINITION OF TERMS

**Compressed Work Schedule:** Refers to a programme where an employee works a traditional 35-40-hour workweek in less than five workdays.

**Job Sharing or Work Sharing:** Refers to staffing practice that involves two people working in the same position on a part-time or reduced-time schedule and sharing the responsibilities that a full-time employee would normally fulfill on their own.

**Performance:** Refers to the actual output or results of an organization as measured against its intended outputs or goals and objectives.

**Remote Work/Teleworking:** Refers to a work arrangement in which employees do not commute to a central place of work.

**Public Universities:** Refers to an institution that is owned by the state and receives public funds.



## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background to the Study**

Flexible Working Arrangements (FWA) are alternate arrangements or schedules from the traditional working day and week to an arrangement where employees can select a different work schedule that meets personal or family needs. The employer can come up with a different schedule so as to meet the customer needs (Armstrong, 2012). Some of the ways that the human resource management is addressing the current concerns is by embracing the flexible working arrangements. Due to the emerging issues in business world and also the current Covid 19 pandemic which has affected the performance of various public universities, employees are expected to balance between personal life and work responsibilities that is if the employee performance is to be achieved. Employee performance is important in this global age as it boosts productivity (UNICEF, 2019).

There are various types of flexible working environment, which are flexi time, job sharing, telecommuting/remote working, compressed workweeks/schedules, annualized hours/banking of hours, gradual retirement, leaves and sabbaticals and reduced hours/part-time schedules. Universities can decide to use methods that suits them well (Bhusan & Sar, 2020). The organization flexibility is considered a key element in organizational behavior in terms of retaining employees' productivity as

well as organizational performance. Organization flexibility is of important in improving organizational performance by increasing job satisfaction among the workers (Saunders & Townsend, 2018).

According to Omondi and Obonyo (2018) provision of flexible work schedules relies on the ability to enhance recruitment, retention, job satisfaction, commitment and reduction of work-life conflict among employees. It makes sense that offering work-life balance practices would attract individuals in universities, and that using these practices would result in improved employee attitudes and behaviors. According Liu and Wu (2016) the development of technology and modernization of society and business, managers are becoming more likely to provide employees with flexible working arrangements. And this is where employees are given a chance to choose their work time and work places. Since flexible working conditions give more freedom to both employers and employees, they are widely accepted by white-collar workers in different working fields, such as finance, insurance, information technology (Reilly 2009).

Flexible working arrangements (FWA) are both important and significant to workplaces in this twenty first century. Organizations are troubled with how to balance their employees work-life balance so as to improve on effective and efficiency in the organization performance (Austin, Egole, Iheriohanma, & Nwokorie, 2020). Flexible Working Arrangements carries a

lot of benefit to the organization in that is there is lower office head cost, there is increase in diversity and inclusivity and also employees are able to manage their responsibilities outside work.

Traditional work schedules have been characterized by 8 to 5:00 P:M heavy work schedules, struggles with transport movement, struggles with money, high cost of living and at times mental health issues. Many employees work in urban areas hence requiring flexible ways of navigating the modern work environment and the changing world around them. In order for the FWA to work in a public university a policy document should be in place since this document will clearly show the roles expectations and the deadline that one is supposed to observe, this document should be agreed upon by the managers. In the current situation of pandemic there are many opportunities that managers can consider in the Flexible Working Arrangements that allows workers to take on a caring responsibility without having to give up on work for example in an employee caring for vulnerable people (Sharafizad, Paull, & Omari, 2011). Allowing flexibility in the workplace will help the employee to keep working while balancing the demand of life. FWA will bring about motivation to the employees this is because one tends to work beyond the call of duty and they feel more motivated to work hard and give back to the organization. The main reason as to why most institutions are embracing FWA it is because this will bring a win working

relations which appreciates the needs of both the employer and employee (UNICEF, 2019).

### **1.1.1 Flexible Work Arrangement from a Global Perspective**

Garner, Sheldon and Forbes (2016) carried a research with an over 500 managerial level employees in medium and large United Kingdom (UK) companies, more than one-third of the respondents admitted that by 2014 flexible working condition was set as a norm of the organizations. Globalization has changed the world into a global village where this change has pushed the organizations like the universities to strive hard to gain and sustain their competitive advantage by retaining satisfied and motivated employees (Reilly 2009).

About 82% of USA families are engaged in composite careers and are single parents who are responsible for children under the age of 18 years (Kossek & Michel, 2011; Mutahaba, 2013; World Economic Forum, 2020). These children spend more time at home and the parents may need to be with them. Moreover, 50% of children in the United States of America (USA) stayed with a single parent until the age of 18 years (Mutahaba, 2013). The sentiments of fathers on FWAs were elicited in the USA and it was found that fathers played a major role in caregiving and valued FWAs more than the previous generations of fathers (Kossek & Michel, 2011; Mutahaba, 2013). In 2020, Flex Jobs survey indicated that over eighty

percent of employees in the United States of America had developed trust and loyalty to employers who allowed FWA. This study showed that the key factor considered by job seekers in USA was its ability to accommodate FWA.

Over half of these organizations would provide flexible working arrangements to employees by 2017. They also found that the adoption level (flexible working arrangements provided by organizations and executed by managers) is predicted to reach over 70% by 2020. This shows that that flexible working conditions are gradually being accepted by organizations. As the prevalence of flexible working arrangements keep increasing in the world, governments also pay attention to these new work patterns (Sharafizad, Paull & Omari, 2011).

The Australia government's (2015) work and family websites, it indicates that for an organization to have a successful flexible working strategy needs of the employer and employee should be put into consideration since the main aim of formal flexible working policies is to protect both employees' and employers' benefits (McGuire, Kenney, & Brashler, 2010). The demand for employee-oriented and employee work arrangements and practices usually allow a time-based and spatial flexibility in work processes. A growing number of private companies and public organizations are adopting flexible work arrangements to help employees

balance their work–family demands and companies cope with variations in demand, reduce expenses, and be more attractive for employees. Employees representing different age and sex groups have different expectations and priorities towards work, and, likely, they evaluate and respond to flexible work practices also differently (McNall, Masuda & Nicklin, 2009).

According to a research by European Foundation, (2007) FWA are viewed as a business imperative to meet strategic priority such as higher employee productivity, job satisfaction, innovation and creativity and lower absenteeism.

James, Breugh and Kathleen, (2008) examined the relation between the use of family-friendly employment practices and work family conflict. The findings of the study suggested that employers that are concerned about work family conflict would be wise to offer family friendly practices especially flexible working hours and supervision to support (Rooplal, 2017).

### **1.1.2 Flexible Work Arrangement from a Regional Perspective**

A study conducted by McGuire, Kenney and Brashler (2010) found that 80% of workers would prefer flexible work options, as long as they did not have negative consequences at work and received the employers' support in the form of Information Technology (IT) accessibility (Kossek & Michel, 2011).

A study by Peretz, Fried and Levi, 2018 examined that FWAs across multiple African countries shows that considerations of national culture plays a significant role in the implementation of FWAs. Accordingly, they found that cultural values exert mediating influence on the use of FWAs and organizational outcomes across multiple countries investigated.

A study conducted by Conradie & De Klerk, 2019; Rooplal, 2017 found out that FWAs is largely adopted by software development companies in South Africa based on the perceived benefits to employees and employers in the sector he further stated that the adoption of FWAs in developing African countries is scarce.

A study by Adonis and Kabanda, (2019) on low adoption of FWA in Africa established that lack of Information and Communication infrastructure was the greatest hindrance. Employers and governments on the African continent were prompted to implement FWAs by the global spread of the coronavirus (COVID-19) pandemic, which has taken the whole world by storm (Atiku, Jeremiah & Boateng, 2020).

A study carried out by Kamau and Ochieng (2020) on “*examining the impact of flexible work arrangements on productivity in Africa*” established that there is a higher level of productivity for workers who do their jobs on more flexible schedules than those with regular working hours. These results show that companies can benefit from flexibility under certain

conditions. A large majority of respondents (67%) agreed that flexible work arrangements are simply a modern tool to allow persons to retain their productivity while increasing their flexibility in choosing a work method more compatible to their work life fit.

### **1.1.3 Flexible Work Arrangement from a Local Perspective**

According to Jane, Simon and Amos (2015) the effect of flexibility in work arrangements programmes on job satisfaction of nurses in public hospitals in Nakuru county, Kenya established that public hospitals in Nakuru County exempted expectant or breastfeeding nurses from night-shifts; they had also established half-day work-shifts for nurses thus enabling them to attend to their personal issues without work related stress. Night-offs advanced to the nurses after night-duty enable them to manage stress and attend to family responsibilities easily.

Okemwa (2016) studied the relationship between flexible working arrangement and commitment of nurses in public hospitals in Kenya and his findings who observes that employees with greater control over work schedules are more likely to show increased performance and job satisfaction.

Mungania, Waiganjo and Kihoro (2016) on their study on flexible work arrangement in public service in Kenya established that a flexible working arrangements can be used to achieve goals of an organization and also to



enhance effectiveness on the job. Flextime and flexible career paths have a positive and good relationship on measuring the performance of an institutions. According to Hill, Hawkins, Ferris and Weitzman (2010) flexible work arrangements enable employees to manage their work and family responsibilities harmoniously. In a related study, Waiganjo, Kihoro and Mungania (2016) studied the influence of flexible work arrangement on performance of the banking industry in Kenya. The results of regression analysis established a significant positive relationship between flexible work arrangement and performance.

#### **1.1.4 Organizational Performance**

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs or goals and objectives. According to Richard et al. (2009) organizational performance incorporates three specific areas of organization aftermaths: financial performance, product market performance, shareholder return. Geert Scheipers (2016), contends that organization management is the process of ensuring that the organization resources are correctly used in regard of the set goals. The concept of performance management is commonly applied to employee development.

The managerial and executive staffs also need to develop a flexible working arrangements system that charts the progress of the company in the 21<sup>st</sup>

century and determine when changes in policy or procedure need to be made. The vision of an organization, is in a perfect world a common way of thinking about the ideal manner by which an association capacity (Reilly 2009). This is known at every level and is translated into individual behavior or performance at work. If the vision of an organization is merely “delegated” by top management to employees or worse, communicated via an ambiguous and generic campaign, the vision will never carry enough weight to motivate ((Rooplal, 2017).

In order to ensure perfect congruence between the organization and its employees, managers must organize sessions wherein employees actively participate in internalizing the overall vision of the company. He also states that the top management may know the long term goals of the organization, a deeper understanding of the vision however may be solely understood and translatable by experts in the field. In changing business environments, the organizational learning process is a necessary skill in order to realize strategic change on the flexibility working arrangements.

Neely (2002) believes that performance should consider quantifying the efficiency and effectiveness of actions. This quantification can be expressed both qualitatively and quantitatively. According to the definition of other researchers and other authors, performance is closely related to efficiency and effectiveness.

### **1.1.5 Public Universities in Kenya**

Public universities are owned by the state and its usually receives public funds through the treasury. The Ministry of Education (MoE) controls all the public universities. Public Universities usually enroll Students after completing the 8-4-4 system of education and attaining the set mark. The University sector is one of the most rapidly expanding sector due to the demand for university education which has continued to increase with many students.

Currently we have 30 public Universities, which provides people with an opportunity to reflect on the critical social, economic, cultural, moral and spiritual issues facing humanity. It contributes to national development through dissemination of specialized knowledge and skills (Small, 2008). Public universities also have created employments to many this has enabled it possible for the universities to deliver their mandate well (Forgasz & Leder, 2006). Public Universities were not spared either by the effect of COVID- 19, the Universities need to embrace the FWA in order to ensure smooth learning of the institutions and to achieve the set targets in the performance contracts (Mayer and Tikka, 2008).

### **1.2 Statement of the Problem**

Employee performance has been of great importance in the public universities. Flexible working management have been seen to enhance

employee performance. Therefore, universities have embraced the flexible working arrangements for the workers, and also encouraging a blended method of learning to ensure students complete their studies as scheduled. However, despite the adoption of flexible working management, most public universities have continued to record declining employee performance. The increase in enrolling students in Kenyan public universities has constrained most institutions to concoct methods of guaranteeing that academic staff has adequate contact hours with the students. This has therefore led to a lot students opting for private institutions instead of public universities.

The literature reviewed has revealed the importance of FWA of employees in hospitals (Jane, Simon & Amos, 2015) and commercial banks in Kenya (Waiganjo, Kihoro & Mungania, 2016). From reviewed literature limited studies have been carried out to determine the effect of FWA and organization performance in the public universities in Kenya. Limited research has been carried on flexible work arrangements as a way of improving performance among universities in Kenya (Kamau, Tuwai & Kuria, 2015). Hence there exists a knowledge gap investigation of the effect of flexible work arrangement on performance of public universities in Kenya.

The above foregoing discloses that a gap in literature exists on FWA and organization performance in the Public universities in Mt. Kenya Region. This study therefore targets to fill the noticeable gap in literature by determining the effect of FWA and organization performance in Public universities in Mt. Kenya region. The study therefore, sought to answer the question. What is the effect of flexible work arrangement on employee performance in public universities in Mt. Kenya region?

### **1.3 The General Objective**

The general objective of the study was to establish the effect of flexible working arrangements on employee performance in public universities in Mt. Kenya region.

#### **1.3.1 Specific Objectives**

The objectives of the study were;

- i. To determine the effect of job sharing on employee performance of public universities in Mount Kenya region.
- ii. To determine the effect of remote/teleworking on employee performance of Public Universities in Mount Kenya region.
- iii. To determine the effect of compressed work schedules on employee performance of Public Universities in Mount Kenya region.

## **1.4 Hypotheses of the Study**

To achieve the study objectives, the following null hypothesis were formulated;

**H<sub>1</sub>:** Job sharing has no significant effect on employee performance of public Universities in Mt. Kenya region.

**H<sub>2</sub>:** Remote/teleworking has no significant effect on employee performance of public Universities in Mount Kenya region.

**H<sub>3</sub>:** Compressed work schedules has no significant effect on employee performance in public Universities in Mount Kenya region

## **1.5 Scope of the Study**

The study was limited to effects of flexible working arrangements on the performance of employees in public universities in Mount Kenya region. The region was selected for the study because it's among the regions in the country that has many public universities because of its high population and potential in agriculture. The data for the study was collected between the month of January and March 2022. The study mainly focused on public universities.

## **1.6 Significance of the study**

The findings of this study will help the public university to increase diversity and inclusivity. The findings will also establish the best strategies to manage employees to ensure work is not disrupted. The main purpose of the study is to gather information that will help public universities to develop flexible working arrangements policies aimed at reducing absenteeism and helps employees manage their responsibilities outside work and also lower office overhead costs.

## **1.7 Limitations and Delimitations of the Study**

The main limitation of the study is that the researcher restricted this research on public universities in Mt. Kenya region leaving universities in other regions. Time constraints was a major limitation, frequent visits to the universities were minimized to morning hours when employees have low frequencies in terms of customer's visits and or inquiries. The researcher also enlisted the services of a research assistant to help in covering the vast geographical region.

## **1.8 Assumptions of the study**

Delimitations of the study are the boundaries that are employed in the study. The study was confined in Mount Kenya region. The study mainly targeted the employees of public universities in Mount Kenya region and

their satellite campuses employees who were employed on permanent and pensionable terms. The study assumes that the data provided by the respondents was accurate and reflected the correct position in FWA and its effect on employee performance in public universities. In addition, the study assumed that the data provided flexible work arrangements and its effects on performance in public universities. The researcher was hopeful that the information provided by the respondents is truthful, objective and gave a true reflection of FWA in public universities in Mount Kenya region.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter contained the theoretical review of literature, critical review of literature and the summary of the gaps to be filled by the study as well as the conceptual framework that depicted the schematic presentation of the relationship of the variables under study.

### **2.2 Theoretical Literature Review**

The research reviewed on theories which explain the flexible working arrangements on the performance of organizations in the public universities. The study focused on the following key theories; Vroom's Expectancy Theory, Self-determination theory, task technology fit and Tridimensional organizational commitment theory. The stated theories form the motives behind flexible working arrangements and performance in organizations.

#### **2.2.1 Expectancy Theory**

Expectancy Theory (ET) was postulated by Victor Vroom in 1964 to explain the processes an individual undergoes to make choices whose purpose it is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities (Oliver, 1974). ET implies that employees are aggravated to work harder to achieve those

objectives they value and which are achievable Parijat and Bagga (2014). Employees who embrace the flexible work arrangements of Job sharing are expected to have better performance because they have access to resources like more time and support which makes them believe that they can do their jobs as well as attending to family responsibilities. Workers using job sharing are motivated since they value its benefits hence they combine both work and family responsibilities (Baker & Stone, 2008).

Employees who practice job sharing are more committed to their organization. This theory actually brings on board three concepts; valence concept asserts that employee performance may be strengthened through rewards, innovations and low employee turnover, the second concept is expectancy where employee were motivated by having the ability, job satisfaction, customer satisfaction which increases employee productivity and thus better employee performance. The last principle is the instrumentality concept where employee is rewarded for being innovative, productive and better performance which yield job satisfaction to the employees (Chiang, Chun, Jang & Cheong, 2008).

Nyberg (2010) supported this theory and highlighted that when employee is subjected to flexible working conditions the employee turnover was controlled, productivity of the individual will be enhanced and thus, employee will become innovative and at long run this will yield job

satisfaction to the employees resulting in better organization performance. This theory was applicable to the study because for employee to attain optimal performance motivation of work should be included by use of flexible working patterns (Baker, 2008). Expectancy theory was applicable to the study because it supports the independent variable; Job sharing which employers expect employees to improve productivity, bring innovation hence job satisfaction which in turn end up improving performance of employees.

### **2.2.2 Self Determination Theory**

Self-Determination Theory (SDT) was developed by Ryan and Deci in the year 2000. This theory states that human beings naturally strive for a state of high motivation and engagement. It is usually the nature of human beings to pursue growth and wellbeing. Ryan and Deci identified three universal psychological needs that motivates human beings to behave in a positive way (Ryan,2000). These needs are: -autonomy, competence and relatedness. When you satisfy these needs your self-motivation grows and your well-being increases curiosity and passionate about your work and this leads to good performance and a sense of purpose in life (Deci & Ryan, 2000).

SDT take along the issue of autonomous motivation. Voluntary motivation makes employees to desire compressed work week as a form of flexible

working arrangements as it leads to better productivity, new ideas (innovations) which at long run yields job satisfaction to the employees. Reeve (2012) claimed that this 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. He further said that for productivity, controlled employee turnover, job satisfaction and customers' satisfaction employees should be motivated through issues like flexible working arrangements (Ryan & Deci, 2017).

This theory was important on employees who work few days in a week because it helps in determining employee performance in any given organization (Deci & Ryan, 2012). This theory also proposed that in addition to being driven by a need for autonomy, people seek ways to achieve competence and positive connections with others. This theory has its major implication relating to intrinsic rewards, the feeling of fulfillment an employee gets as a result of engaging in the work one loves to do and also being able to work and get an extra day to take care of the family. This therefore, infers the upholding of the self-esteem and self-actualization principles that motivate individual worker's action of competence and fulfillment in the workplace. A schematic representation of self-determination theory is illustrated in figure 1:

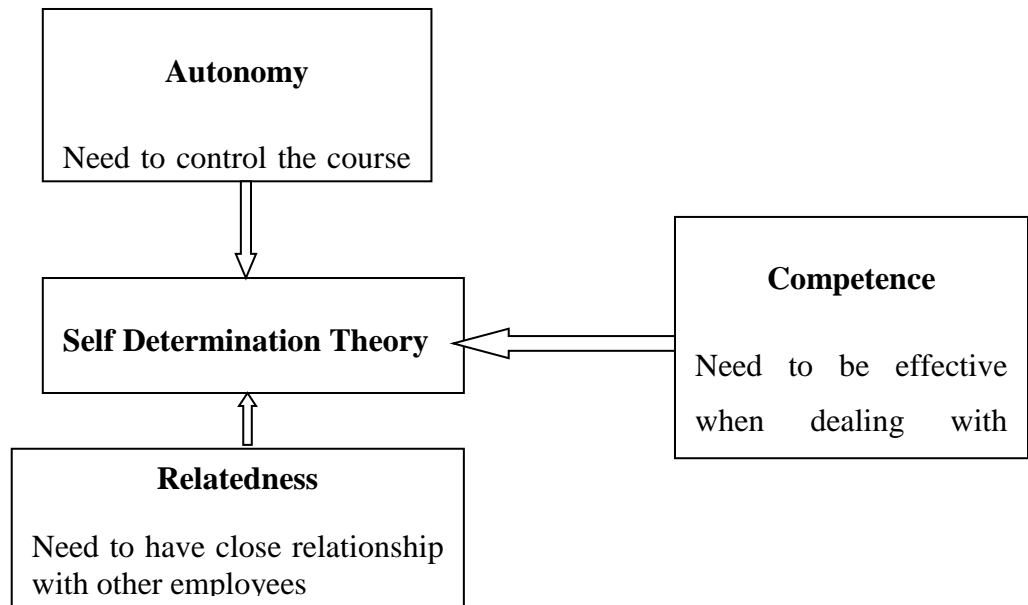


Figure 1: Self Determination Theory

**Source:** (Ryan and Deci, 1985)

Hagger and Chatzisarantis (2015) suggest that employees who work toward organizational goals for intrinsic reasons are usually more satisfied with their jobs, and perform better because they feel like they fit into their organization better. There is need to make the work interesting, provide recognition and support employee growth and development. Equally employees who feel what they do is within their control and a result of free choice are likely to be motivated by their work and committed to the employers. These employees feel sense of independence, have control over

their work, feel accepted and thus highly identify with their organizations that afford them freedom.

Deci (2012) point out that employees can increase their efforts when compressed work arrangements help them manage their family life by reducing levels of stress, exhaustion and burnout. Self-determination

theory is one of the contemporary theories of motivation and represents the current state of thinking in explaining employee motivation. Besides, the theory has been variously researched on and each research reinstates the efficacy of intrinsic motivators against extrinsic motivators hence, its choice as the framework for analyzing this study. This theory was important in the study because for employee performance to be realized motivating factor should be considered by use of flexible working methods.

### **2.2.3 Task Technology Fit (TTF) Theory**

TTF theory was proposed by Goodhue and Thompson (1995) and focused on analysing and explicating effectiveness of information technology. The theory argues that technologies are tools that can be used to carry out various functions by individuals. Therefore, technologies are actions that are taken by persons and help to convert inputs into outputs. The theory further shows the association between TTF and technology utilization as well as the association between TTF and individual performance.

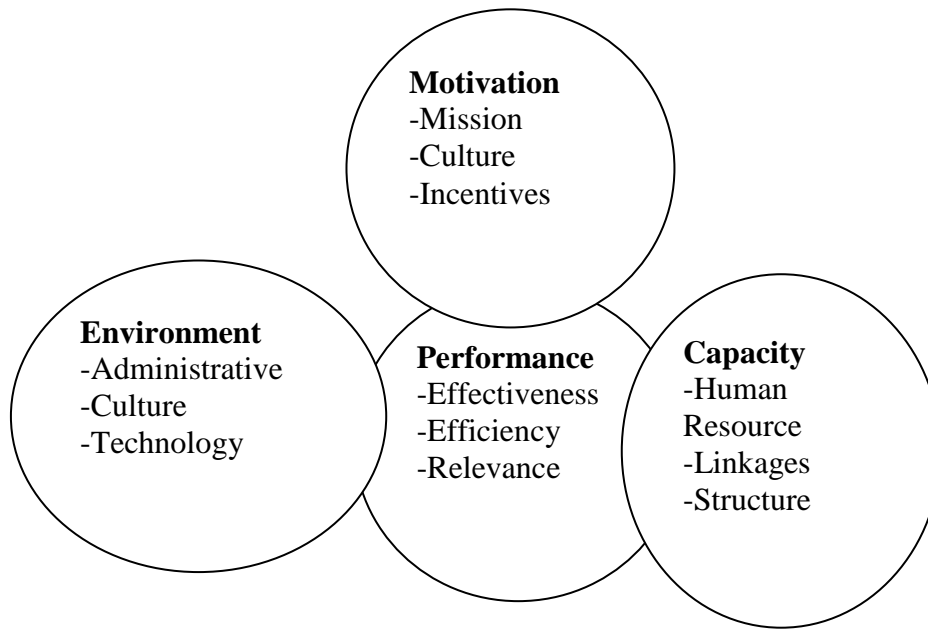
Goodhue and Thompson further indicated that ICT enhances individual performance and performance of an organization if the functions of technology align to the features of the tasks to be done by the consumers within a firm. For technology to benefit a user in undertaking functions, TTF must exist. Goodhue (1997) proffers that for the requirements of a technology to offer perceivable gains, there has to be a link between fitness, a person's abilities and purpose.

This theory therefore informs the independent variable which is teleworking. Public universities that have invested in ICT are able to adopt teleworking as a form of flexible work arrangement which enhances employee performance.

#### **2.2.4 Tri-Dimensional Organizational Commitment Theory**

Tri-dimensional Theory (TDT) was fronted by Meyer and Allen (1997) to conceptualize organizational commitment in three dimensions namely, affective, continuance and normative commitments. TDT is a theory of commitment that has been used by researchers to predict significant employee outcomes, ranging from turnover and employee behavior, job performance, absenteeism and lateness (Meyer et al., 2002). Studies on TDT has provided strong evidence that affective and normative commitment is positively related and continuance commitment is negatively

connected with organizational outcomes such as performance and employee behavior (Hackett et al.; Shore & Wayne, 1993).



**Figure 3: Tri-Dimensional Theory**

**Source:** Herzberg

Further research also provides evidence that, employees with higher levels of affective commitment to their work, their job and career exhibit higher levels of continuance and normative commitments (Cohen, 1996). Ayeni and Phopoola (2007) established that Continuance commitment - costs associated with leaving the organization; and normative commitment – perceived obligation to remain with the organization have implications for the continuing participation of the individual in the organization by meeting



personal and employment obligations. Kim (2005) established that Public employee's commitment is primarily based on their emotional attachment to, identification with, and involvement in their public organizations. Similarly, Romzek (1990) found that employee commitment is based on affective attachment to the work organization. TDT has been found applicable in the study because it underpins dependent variable, performance in public universities in Kenya and employee commitment in ensuring the organization achieves its objectives.

## **2.3 Empirical Review**

The empirical review was based on the effects of flexible working arrangements on employee performance in public universities in Mount Kenya region.

### **2.3.1 Job Sharing and Performance**

Crampton and Douglas (2003) carried a study on “challenges and opportunities of job sharing in companies” using a descriptive research design. The study established that job sharing has numerous benefits, such as exchange of skills. The study discovered that for the job share partners to work together there is need for a strong communication skill, trust between manager and employee and dependability. The findings of this study further revealed that job sharing is of essence to the organization and its

employees. This study was carried out in American companies therefore, there is need to carry out a study on the effects of FWA on employee performance in public universities in Mount Kenya region.

Thakur (2018) focused on job sharing as a tool for flexible work systems: (creating opportunities for housewives in the Indian labor market. Qualitative study and data was analyzed using descriptive research design was used. The findings of this study presented three core themes, the bottlenecks to employment the available opportunities of employment and growth and the preferred status of employment. The study revealed that though house wives need a flexible jobs so as to balance the family responsibilities. The study was done in India while the current study was done in Kenya.

Watton (2019) in his study on how job sharing lead to more women in achieving senior leadership roles in higher education in America using descriptive research design. This study explored the opportunity that job sharing offers as a way of encouraging more women into senior management roles in the higher education sector. The study established that there is scarcity of female leadership representation in the higher education sector, it sorts to know what usually limit more women in leadership roles. In his findings, it was noted that women are very much occupied with the family obligations thus, they have no enough time to work in a full day,

thus the introduction of job sharing method so as to help them manage their families and work at the same time.

Nixon (2016) carried a “study on job sharing and employee performance in selected manufacturing industries in Kakamega County”, using the descriptive research design established that job sharing significantly affects employee performance. It was noted that job sharing increases productivity, it motivates and improves morale of workers and also work life balance is appreciated. In the above study is evidence that job sharing brings has a lot of benefits to the organization and also to the employees. Therefore, there is need to undertake a research on effects of FWA on employee performance in public universities in Kenya.

### **2.3.2 Teleworking/Working Remotely/Telecommuting and Performance**

A study by Onyemaechi (2018) on “impacts of telecommuting on employees’ performance in Nigeria was done. The study was done using descriptive survey. The study established that arrangement to work at home has positive and weak relationship with better quality of work. This arrangement also enables one to deliver services on time, reduces stress and also it promotes morale. The study was done in Nigeria while the current study was done in Kenya.

Khan (2018) focused on relationship between the impacts of telecommunication engagement and employee performance in oil and gas industry in Malaysia. This study used descriptive research design. The findings of this study shows that telecommunication has a significant relationship with employee performance. The positive experiences by employees into the company helped to increase the level of motivation and maintain the good mental and physical states of employees. Work life balance leads to high performance in an organization. The above study was carried out in Malaysia. Therefore, there is need to undertake a study on FWA on employee performance in public universities in Kenya.

Gajendran (2015), in his study on “are telecommuters remotely good citizens? unpacking telecommuting effects on performance”, descriptive research design was used. This study found out that telecommunication has a stronger association with task performance it enhances social environmental work, work life balance, and promotes customer satisfaction as the employee is available when required. In regard to the foregoing, there is need for more research on the effects of FWA on employee performance in public universities in Kenya.

### **2.3.3 Compressed Work Week/Work Schedules and Performance**

Amendola (2011) focused on compressed work week in policing. The study focused on descriptive research design. The study established that working

on 10 hours shift has significantly higher quality of work life and more sleep than those who work 8 hours shift. Furthermore, those working 8 hours' shift are averaged earned more over time than those assigned 10-12 hours shift. In regard to the above study there is need to research on effects of FWA in public universities.

Deery (2017) did a study on exploring the relationship between compressed work hours' satisfactions and absenteeism in front line service work. The study was descriptive in nature. It established that the compressed work hours' satisfaction was associated with lower absenteeism that this relationship was mediated through emotional exhaustion and physical health. A number of organizations have embraced this form of working arrangements. This study identifies the role of satisfaction with compressed work week as a predictor of employee's performance.

#### **2.3.4 Organizational Performance**

Mungania, Waiganjo and Kihoro (2016) focused on "influence of flexible work arrangement on organization performance in the banking industry in Kenya,". The study adopted a descriptive research design. The study established that, work place flexibility initiatives are increasingly seen as a dire component of a result-driven workplace. More organizations are recognizing how FWA can be used to meet their organizational objectives and facilitate employee effectiveness during on and off the job. The study

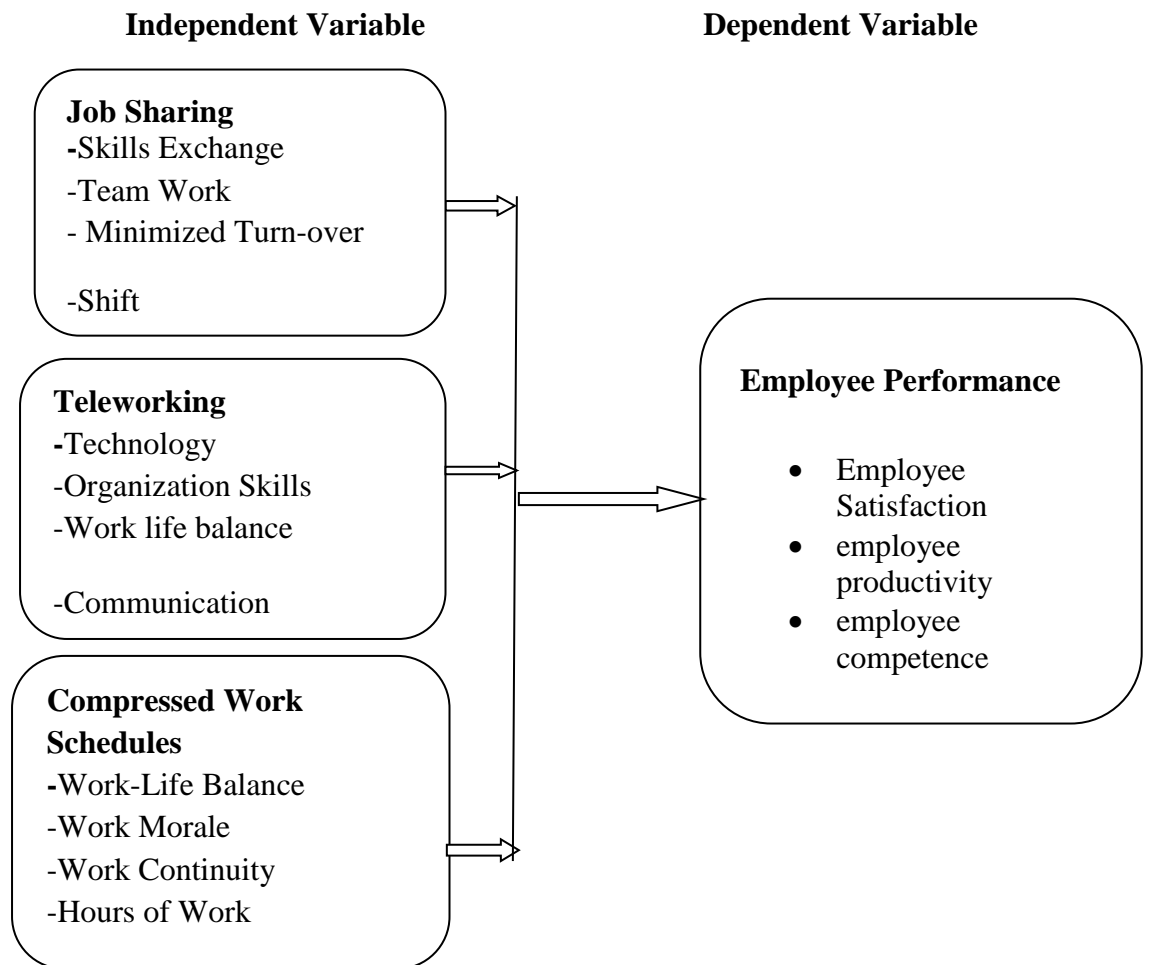
concluded that consideration of FWA aspects pertaining to employees can greatly influence organizational performance in banks in Kenya. Child care issues, dependent care and employees having more time with the family had a positive and significant linear relationship on the measures of organizational performance which were customer satisfaction, target standards, employee satisfaction. The study focused on the banking industry while the current study focused on public universities in Kenya.

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.” The study was descriptive in nature. The study established that the ministry did have flexible work practices policy in place. Additionally, the study revealed that compressed work hours influenced employee performance, job satisfaction and enhanced staff morale in a very small proportion. However, job sharing and flexi time were being used by majority and influenced employee performance, job satisfaction, staff morale, reduced absenteeism and contributed to cost effectiveness and efficiency in a big percentage. The study focused on the ministry of interior and coordination of National Government while the current study focused on public universities in Kenya. Wambui et al. (2017) studied the effects of work life balance on employee performance in institutions of higher learning. A case study of Kabarak University. The study adopted a case study research design. The

study established that work and family priorities conflicted and hence affected the performance of employees that resulted in stressful work and family conflict. The study concluded that work life balance if well managed and embraced by all in the institution will improve employee performance. The study adopted a case study research design while the current study adopted a descriptive research design.

#### **2.4 Conceptual Framework**

A conceptual framework is a schematic presentation where a researcher conceptualizes the relationships between the variables under a study and shows the relationship diagrammatically (Orodho, 2003). The researcher in this study adopted a conceptual framework that define dependent variable; job sharing, teleworking and compressed work schedules were reviewed.



**Figure 4: Conceptual Framework**

## 2.5 Operationalization of the Variables

Operationalization of variables in research is the process of defining variables under the study into measurable features. Operationalization is aimed at setting down the exact definitions of each variable under study thus, increasing the quality of the findings and improving the robustness of



the research study design. It regulates how the researcher is going to measure the parameters under the study.

### **2.5.1 Job Sharing**

Job sharing requires a partner to work with the aim of exchanging skills. Employees who do this job are expected to work effectively as a team and also communicate well. Njiru (2013) emphasized the need for partners to divide roles in a way that it suits both the employee and the employer and for job sharing to succeed it requires a high level of compatibility, communication and cooperation among the partners and their supervisors. Job sharing has several benefits to the employee which include work life balance, it also leads to high production, job satisfaction and turnover is minimized and also the cost of operation is reduced. Job sharing helps in smooth flow of work when one partner is absent (Edwin, 2020).

The main obstacles of job sharing is the resistance from the Managers due to the added responsibilities of supervising and also getting a suitable partner can be challenging. For a job sharing to be effective there needs to be a partner with good work ethics so as to get along. When there is job sharing employees need to prepare handover notes for the other shift so as to know what need to be done or what will be done. Thus the importance of proper communication in the organization (Idris, 2014).

### **2.5.2 Teleworking /Working Remotely/Telecommuting**

Telework is an alternative work arrangement in which employees perform some portion of their regular work at a site other than the main office, using Information Communication Technology (ICT) to communicate with people inside and outside the organization (Stiles & Smart, 2021). Managers have a duty to support communication using accessible communication technology for all team members. Employees are required to have a quick line of connections to ask any queries or communicate with other team members if there is need arises. Karamanis and Gogos (2020) established that teleworking helps to reduce absenteeism, to improve employee's morale and also to increase productivity, quality of work is seen traffic congestion is eased and better work life for the employees.

### **2.5.2 Compressed Work Week/Schedules**

Hyatt and Coslor, (2018) Compressed work week requires an employee to work for longer periods of time per day or shift in exchange for a day off. Employees may start earlier or finish later than the normal working day. Employers usually attend the daily operating hours of staff with less need to turn to overtime. The compressed work week can be initiated by the employee or employer in order to improve efficiency, maximize production by lowering the daily cost or also to ensure that the customers are served for longer hours in a day.

Golden (2010) established that the regularly practiced type of flexible time is compressed hours which is made up of ten hours per day making forty hours for 4 days. The employee therefore is in a position to take a day off depending on the arrangements made in the organization. Compressed work schedules have very many benefits to the employer and the employee which brings about extra free time to handle responsibilities outside the office there is cost reduction of operation costs and also traffic congestion is reduced. The employees' morale is greatly improved on this schedule thus increase in productivity.

### **2.5.3 Employee Performance**

Employee performance is related to employees who accomplish their tasks and goals up to the standard as defined by the organization and they are appraised on the basis of their performance against the set targets (Chen, 2011). According to Darden and Babin (1994), employee performance is a rating system used in many organizations to evaluate the capabilities and efficiency of employees. Pfeffer (1994) identifies that highly trained employees are a greater source of attaining high performance and productivity and also make the organization to gain competitive advantage. When job sharing, teleworking and compressed work schedules are adopted in the organization there is increased morale, productivity increases and employee turnover is reduced. According to (Ramlall 2008), for every organization employee performance is important, meanwhile organization

success is dependent on employee creativity, loyalty and training. Better employee performance is essential for balanced economy because high performance improves the living standards of employees, increases productivity, employee competence and employee satisfaction is also achieved.

## **2.6 Critique of Reviewed Literature**

Some scholars note that flexibility of work arrangements is a practice from the organizations that aggressive and able to adapt to the fast changing environment. Others suggest that accomplishment of the set objective is usually attained by putting pressure on the employees, but still again there are organizations that have benefited from the flexible working arrangements. The studies are not very clear on as a way of those firms who are aggressive of being able to adapt to their business environment. While others suggesting that organizational success is achieved by pressurizing their employees. Still others have established that both employers and employees equally benefits from schedule flexibility (Martínez, Jiménez, Pérez & Carnicer, 2011). These studies are not specific on various forms of flexible practices adopted.

## **2.7 Research Gaps**

Many studies conducted in the flexible working arrangements highlight evidence on its existence but with no practical focus on the key factors

and how on the effects of flexible working arrangement on the organizational performance. This has created a knowledge gap on the link between these variables with a specific reference to the public Universities in Kenya. The findings that were achieved influenced how public universities can embrace the flexible working arrangements and in turn this was able to recognize the benefits in terms of better organizational performance.

## **2.8 Summary**

The literature suggested that both the organizations and employees usually benefits greatly from flexible work arrangements. Organizations gets various benefits from flexible working arrangements. During the FWA the employees have more time to meet personal obligations, retention is also improved. The organization also is able to reduce the overhead cost of operations. In the reviewed literature there are more advantages than disadvantages attributed to FWA. However, the studies were carried out in different environments. There are various forms of flexible arrangements ranging from telecommuting, job sharing, compressed work week, leave and sabbaticals, banking hours, gradual retirement part time, shifts and annualized hours. The organizations and their employees requires a flexible working arrangements therefore there needs to be an analysis of effects of

FWA on organization performance in public universities. The study investigated on this gap.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The chapter explained the methodology employed in the study. The chapter focused on research design, scope of the study, target population, sampling procedure, samples size, research instruments and method of analysis to be used. The study adopted descriptive research design in measuring set of variables.

### **3.2 Research Design**

This study adopted descriptive research design. According to Borden's and Abbott, (2002), descriptive research design involves measuring a set of variables as they exist naturally. He further explained that this research design attempts to answer immediate questions about a current state of affairs. Mitchell and Jolley (2012), the research design provides in-depth information about the characteristics of subjects within a particular field of study. Mitchell, further argues that descriptive studies can also help identify relationships between variables. This research design adopted because of its power to determine the relationship between study variables. In this study, the independent variables were job sharing, compressed work schedules and remote/teleworking whereas the dependent variable was productivity, customer satisfaction and job satisfaction and performance of the organization.

### **3.3 Locale of the study**

The study involved the all the chartered public universities in Mount Kenya region. The scope of the study was Mount Kenya Region. These includes the following counties; Nyeri, Kirinyaga, Tharaka Nithi, Murang'a, Nyeri, Embu and Meru. The Universities under study included; University of Embu, Chuka University, Karatina University, Murang'a University, Dedan Kimathi University of Science and Technology, Meru University of Science and Technology, Kirinyaga University. Mount Kenya region was considered by the researcher since she comes from that area.

### **3.4 Target Population**

Population refers to a clearly elaborated set of persons, elements, events, and groups of entities under investigation (Kothari, 2004). The locale of the study was of public universities in Mount Kenya regions consisting of teaching and non-teaching staff. The target population for this study was 3,012 employees in various departments in universities identified for the study. The target population was presented in table 1



**Table 1: Target Population**

| <b>S/No</b>  | <b>Population per University</b>        | <b>Teaching Staff</b> | <b>Non-Teaching Staff</b> | <b>Total Staff in the University</b> |
|--------------|---|-----------------------|---------------------------|--------------------------------------|
| 1            | Embu University                         | 118                   | 266                       | 384                                  |
| 2            | Chuka University                        | 280                   | 347                       | 627                                  |
| 3            | Karatina University                     | 147                   | 264                       | 411                                  |
| 4            | Muranga University                      | 150                   | 230                       | 380                                  |
| 5            | Dedan Kimathi University                | 140                   | 252                       | 392                                  |
| 6            | Kirinyaga University                    | 142                   | 270                       | 412                                  |
| 7            | Meru University of Science & Technology | 154                   | 252                       | 406                                  |
| <b>TOTAL</b> |   | <b>1131</b>           | <b>1881</b>               | <b>3012</b>                          |

### **3.5 Sampling Procedure and Sample size**

Sampling technique denotes the process utilized by a researcher to select a sample depending on the quality intended by the study. If a sample is to be used, it is necessary that they be a representative of an entire population in order to get an accurate report (Barratt, 2009). Kombo and Tromp (2004), noted that a sample should have at least 30 respondents for accuracy in data analysis. Determination of sample size is guided by the need to obtain sample that is representative of the populace. The public universities in Mount Kenya region have been selected for this study by use of census technique. Simple random sampling was used to select the employees to eliminate bias and ensure that each and every element in the population has equal probability of being sampled.

Seven public universities were identified. The sample size was categorized according to the county and the sub-sectors. From the population of 3012 the study used Yumane formula to obtain sample size of 353 respondents. The sample size for the respondents was Yamane (1967) outlines the formulae below to compute the sample size.

$$\text{Sample size (n)} = \frac{N}{1 + N(e)^2}$$

N = Population size,

n = Sample Size

e= Significance Level (0.05)

$$\frac{n= 3012}{(1+3012*e^2)}$$

$$= 353.11$$

$$=353$$

**Table 2: Sample Size per University**

| S/No | University               | Teaching | Non-Teaching Staff | Total No. of Staff in the University |
|------|--------------------------|----------|--------------------|--------------------------------------|
| 1    | Embu University          | 14       | 31                 | 45                                   |
| 2    | Chuka University         | 33       | 41                 | 74                                   |
| 3    | Karatina University      | 17       | 32                 | 49                                   |
| 4    | Muranga University       | 17       | 27                 | 44                                   |
| 5    | Dedan Kimathi University | 16       | 29                 | 45                                   |
| 6    | Kirinyaga University     | 17       | 31                 | 48                                   |

| <b>S/No</b>  | <b>University</b>                       | <b>Teaching</b> | <b>Non-Teaching Staff</b> | <b>Total No. of Staff in the University</b> |
|--------------|---|-----------------|---------------------------|---|
| 7            | Meru University of Science & Technology | 18              | 30                        | 48  |
| <b>TOTAL</b> |   | <b>132</b>      | <b>217</b>                | <b>353</b>                                  |

### **3.6 Data Collection Instrument**

Questionnaires were main data collection tool. Questionnaire were selected because of the size of geographical coverage and large sample size (353), time and diversity of the regions. The overall aim of this project was to analyse the effect of flexible working arrangements on employee performance in public universities in Mount Kenya region. The study involved use of open ended questionnaire so as to capture both qualitative and quantitative data. According to Kothari (2004), questionnaire is faster, less costly and suitable if the population is literate large and time is limited and also the information that is required can be described in writing.

#### **3.6.1 Piloting**

The researcher tested the research instrument on a small sample of 50 respondents in public universities outside the target population. According to Merriam (1988) the pilot-testing involves trying out a questionnaire on a small group of individuals to get an idea of how they react to it before

actual data collection to remove ambiguity and ensure clarity of the instrument.

### **3.6.2 Validity of Measuring Instrument**

Validity refers to the degree to which a study accurately reflects or assesses the specific concept that the researcher is attempting to measure (Carmines & Zeller, 1979). It is the degree to which results obtained from the analysis of data actually represent the phenomenon under study. Liu (2010) urges that in order to enhance the instrument's validity, the researcher should seek expert opinion by consulting the Supervisor with respect to content validity. After the final confirmation, a pilot test is to be conducted by distributing the questionnaire among few respondents from different sections. In order to ensure relevance of questionnaire and the considered aspects are comprehended by the respondents

### **3.6.3 Reliability of the Instrument**

The reliability refers to a measurement that gives consistent results with equal values (Mugenda & Mugenda, 2003) when repeated. It measures consistency and repeatability of a research instrument (Chakrabarty, 2013). Cook and Beckman (2006) urges that consistency of measurement is referred to as reliability, it is assessed through test-retest method. Cronbach's alpha, was used as a lower boundary estimate of testing reliability of the data. Cronbach alpha values ranges between 0 and 1.

Higher alpha values are desirable. Alpha coefficient of 0.7 or higher is acceptable for this type of study (Cronbach, 1957).

### **3.7 Data Collection Procedure**

Employees who have been identified through simple random sampling were issued with the questionnaires through various departmental heads. In order to help motivate respondents to participate in the study and answer questions a cover letter was attached. This ensured that there is confidentiality and anonymity. Drop and pick method was used to distribute the questionnaire. Respondents were given ample time to respond to the questionnaire and after a fortnight the questionnaire was collected for cleaning, coding and analysis.

### **3.8 Data Analysis and Presentation**

In this study, two types of data were used: Quantitative and qualitative and two kinds of statistical analysis were applied. Multiple linear regression was also used to analyze the data in order to establish the relationship between the variables under study. Statistical Package for Social Science version- 28 (SPSS-28) was used to analyze the data. Descriptive statistics including mean, percentages, frequency, standard deviation and graphs were used to present the computed data. Research hypotheses were tested using t-test at ( $\alpha= 0.05$ ) level of significance.

### **3.9 Logical and Ethical Issues**

The purpose of the study was explained to the respondents and information given treated as confidential. Research permit was acquired and consent from all the participants obtained. Questionnaires were administered by the researcher. The researcher sought approval from the Meru University of Science and Technology (MUST) Board of Postgraduate Studies' Ethics Committee and later sought for a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) before proceeding with the data collection and analysis.

### **3.10 Diagnostic Tests**

The researcher carried out diagnostic tests on the model to ascertain whether the assumptions of the ordinary Least Square holds. The model was linear when the parameters and the Independent Variables (IV) are correlated with the disturbance term and the variance of the error term being zero. Normality of data was tested by use of Shapiro-Wilk test. This test for normality was developed by Shapiro and Wilk in 1965. It has been found to be the most powerful test in most situations (Richardson & Smith, 1993). The null and alternative hypotheses were stated as follows:

**H<sub>0</sub>:** The data is not normally distributed

**H<sub>1</sub>:** The data is normally distributed

The rule is that if the p-value is greater than 0.05, H<sub>0</sub> is not rejected, if the p-value is less than 0.05, H<sub>0</sub> is rejected and H<sub>1</sub> is accepted. Here two tests for normality are run. For dataset small than 2000 elements, we use the Shapiro-Wilk test, otherwise, the Kolmogorov-Smirnov test is used.

Multi-collinearity is an outcome in a research where one predictor variable in a multiple regression model can be linearly predicted from variables with a substantial degree of accuracy. It is measured using Variance Tolerance Factor (VTF). It is a requirement of linear regression estimation that there is correlation between the IV in the regression. High  $R^2$  with few significant t-ratios often indicate the presence of multi-collinearity (Kothari, 2008).

Heteroscedasticity is a situation where the error terms do not have constant variance (Kothari, 2004). It can be caused by measurement errors and if there are sub-population differences. Heteroscedasticity was tested by use of visual inspection on residual plots. Breusch-Pagan was used to test the null hypothesis that the error variances are all equal versus the alternative that the error variances are a multiplicative function of one or more variables. Breusch-Pagan tests the null hypothesis that heteroscedasticity is not present. If sig-value is less than 0.05, reject the null hypothesis (Sazali et al., 2010)

Autocorrelation refers to the correlation between error terms (Kothari, 2004). When autocorrelation is present, the Ordinary Least squares (OLS)

estimators are unbiased but not efficient. The Durbin Watson (DW) test were employed to test for autocorrelation in the study variables. If the DW test statistic values were found to be near 2 then there was absence of both positive and negative autocorrelations. Autocorrelation was eliminated by correct specification of the functional form of the models.

The data analysis matrix is illustrated in table 3.

**Table 3: Data Analysis Matrix**

| <b>Variable</b>                           | <b>Objective</b>  | <b>Hypothesis</b>  | <b>Operational Indicators</b>  |
|---|---|--|--|
| Job Sharing<br>(Independent<br>Dependent) | To determine effect of job sharing on employee performance of public universities in Mount Kenya region | H <sub>01</sub> : There is no statistically significant effect of job sharing on employee performance of public universities in Mount Kenya region   | <ul style="list-style-type: none"> <li>• Skills Exchange</li> <li>• Team Work</li> <li>• Minimized Turn-over</li> </ul>    |
| Teleworking<br>(Independent<br>Dependent) | To determine effect of teleworking on employee performance of public universities in Mount Kenya region | H <sub>02</sub> : There is no statistically significant effect of Teleworking and employee performance of public Universities in Mount Kenya region. | <ul style="list-style-type: none"> <li>• Technology</li> <li>• Organization Skills</li> <li>• Work life balance</li> </ul> |
| <b>Variable</b>                           | <b>Objective</b>  | <b>Hypothesis</b>  | <b>Operational Indicators</b>  |



|   |   |  |   |
|---|---|--|---|
| Compressed work schedules (Independent Dependent) | To determine effect of compressed work schedules on employee performance of public universities in Mount Kenya region | H <sub>03</sub> : There is no statistically significant relationship between compressed work schedules affects and employee performance in public Universities in Mount Kenya region | <ul style="list-style-type: none"> <li>• Work-Life Balance</li> <li>• Work Morale</li> <li>• Work Continuity</li> </ul>                   |
| Employee performance (Dependent)                  |   |  | <ul style="list-style-type: none"> <li>• Employee Satisfaction</li> <li>• employee productivity</li> <li>• employee competence</li> </ul> |

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## CHAPTER FOUR: RESEARCH RESULTS AND DISCUSSIONS

### 4.1 Introduction

This chapter presents the response rate, result of reliability tests, descriptive analysis for each of the study variables and the regression assumptions. In addition, inferential analysis is also presented. The chapter further presents the result of the hypothesis tests for each of the study variables used.

### 4.2 Response Rate

The research targeted 353 employees in various departments in public universities in Mount Kenya Region. The response rate is displayed in **Table 4.**

**Table 4: Response Rate of the Respondents**

| <b>Hospital size</b>        | <b>Total</b> | <b>Response (%)</b> |
|-----------------------------|--------------|---------------------|
| Questionnaire Returned      | 298          | 84.42               |
| Questionnaires Not Returned | 55           | 15.58               |
| <b>Total</b>                | <b>353</b>   | <b>100</b>          |

A total of 298 questionnaires were totally filled and returned. Therefore, the total response rate was 84.42% which implies a successful response rate. Babbie (2004) asserted that a rate above 70% is an excellent response for the study.

### 4.3 Pilot Results

#### 4.3.1 Reliability Results

Reliability tests results were undertaken in order to assess the internal consistency of the variables as measured using the five Likert scale. The coefficients of reliability for each and every Likert scaled item were computed and the results presented in Table 5.

**Table 5: Reliability Assessment**

| <b>Variable</b>            | <b>N</b> | <b>Cronbach's Alpha</b> | <b>Number of items</b> | <b>Comment</b> |
|----------------------------|----------|-------------------------|------------------------|----------------|
| Job Sharing                | 298      | 0.886                   | 10                     | Reliable       |
| Teleworking                | 298      | 0.913                   | 10                     | Reliable       |
| Compressed Work Schedule   | 298      | 0.817                   | 10                     | Reliable       |
| Organizational Performance | 298      | 0.97                    | 15                     | Reliable       |

The result on Table 5 indicates that all the scaled items were above value of 0.7. Hence all the variables achieved a reliability threshold of 0.7 and above and therefore were considered adequate for this study.

#### 4.3.2 Validity Results

Validity was conducted on all study variables. Results were displayed in Table 6

**Table 6: Construct Validity Results**

| <b>Variable</b>           | <b>KMO</b> | <b>Chi square</b> | <b>df</b> | <b>Sig</b> |
|---------------------------|------------|-------------------|-----------|------------|
| Job Sharing               | 0.868      | 1412.96           | 45        | 0.000      |
| Teleworking               | 0.900      | 1679.25           | 45        | 0.000      |
| Compressed Work Schedules | 0.828      | 1456.986          | 45        | 0.000      |
| Employee performance      | 0.848      | 3549.46           | 105       | 0.000      |

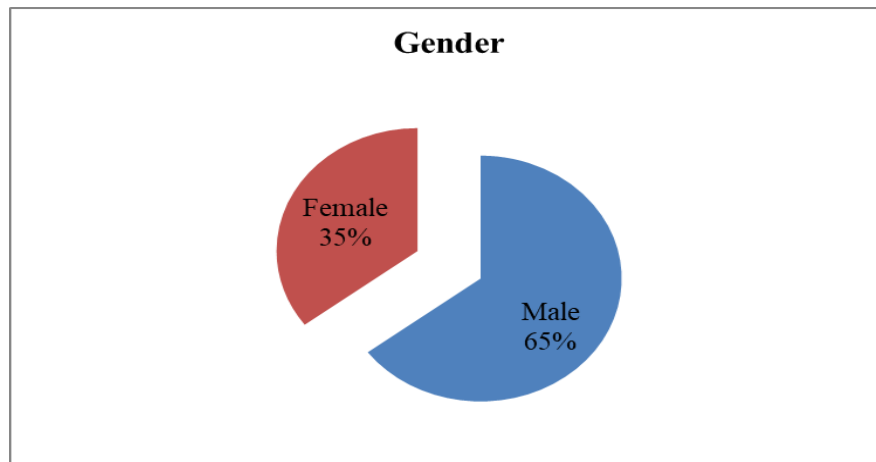
From the results above the KMO of job sharing, teleworking, compressed work schedules, employee performance was 0.868, 0.900, 0.828 and 0.848 correspondingly. This implies that all the variables had a KMO greater than 0.5, indicating that they were all valid.

#### **4.4 Demographic Characteristics**

The demographic characteristics included; gender of the respondents, marital status, highest level of qualification and duration of service.

##### **4.4.1 Gender of the Respondents**

The respondents were asked to indicate their gender. Results were presented in Figure 5

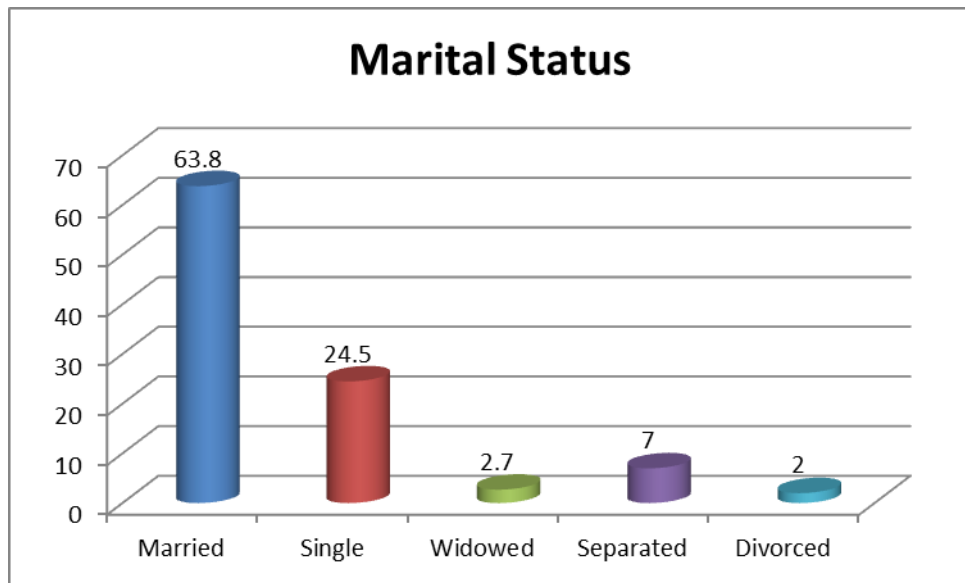


**Figure 5: Gender of the Respondents**

The results showed that majority of the respondents 65% were males while only 35% were females. This implied that employees in various departments in universities in Mount Kenya Region were men. However, the universities have been able to adhere to the 1/3 gender rule since more than 1/3 of the employees were females.

#### **4.4.2 Marital Status**

The respondents were asked to indicate their marital status. Results were shown in Figure 6.

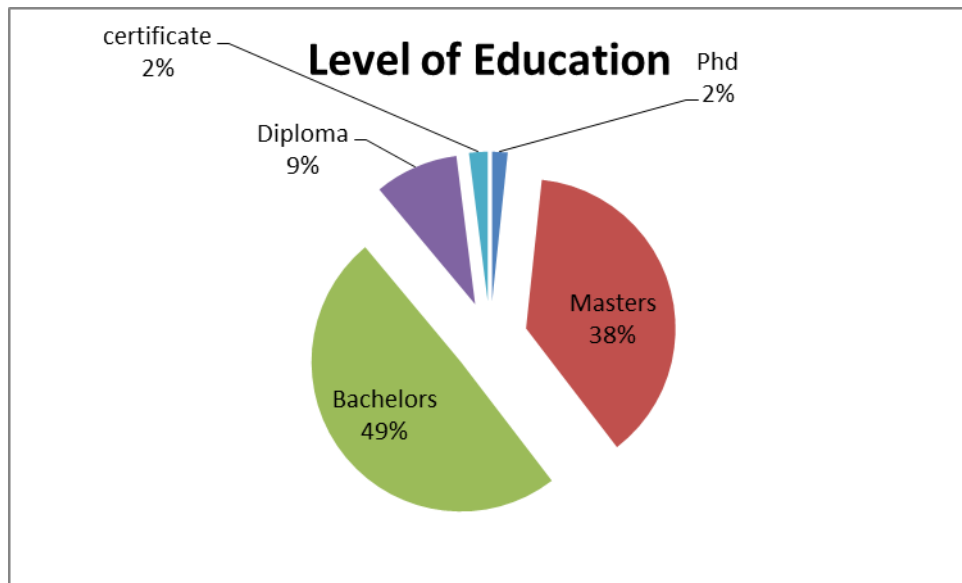


**Figure 6: Marital Status**

Results showed that most respondent were 63.8% married, 24.5% of the respondents were single, 2.7% were widowed, 7% were separated while only 2% were divorced. This implied that employees in various departments in universities in Mount Kenya Region were married.

#### **4.4.3 Highest Level of Qualification**

The respondents were asked to indicate their highest level of education. Results were shown in Figure 7.



Source: Researcher 2022

**Figure 7: Highest Level of Education**

Results showed that most respondents who were 49% of the respondents held a bachelor’s degree, 38% held a masters degree, 9% had a diploma while 2% had a certificate and another 2% held a PhD. This implied that employees in various departments in universities in Mount Kenya Region were educated.

**4.4.4 Duration of Service**

The respondents were asked to indicate their duration of service. Results were shown in Figure 8.

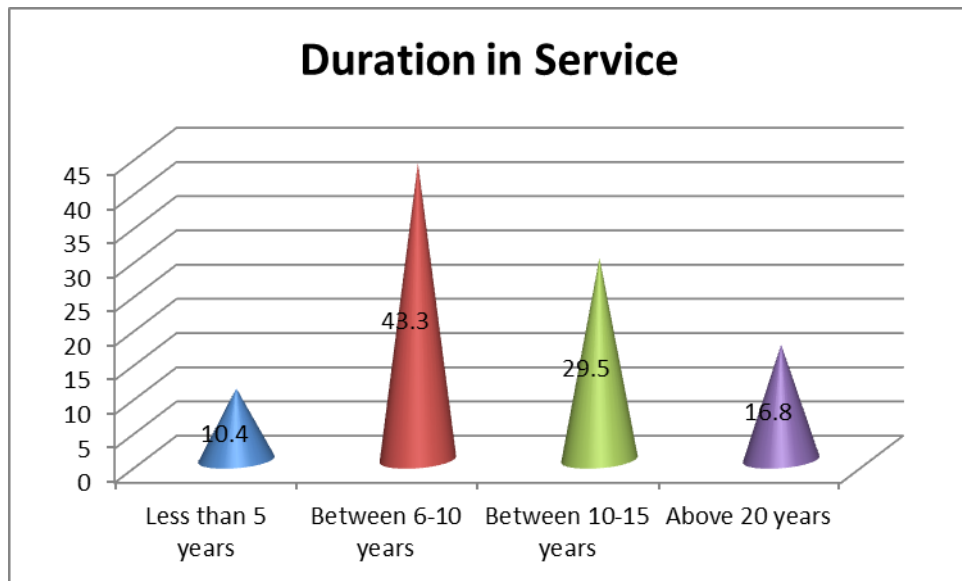


Figure Source: Researcher 2022

### 8: Duration of Service

The results showed that majority of the respondents who were 43.3% had worked in the university for a duration of 6 – 10 years, 29.5% had worked for the university for 10 – 15 years, 16.8% had worked for more than 20 years while only 10.4% who had worked for less than 5 years. This implied that majority of the respondents had worked for more than 6 years in the university and thus had good background about the university performance.

### 4.4 Descriptive Statistics

This section contains descriptive analysis for the variables of the study. The mean response rates and the Standard Deviations from the respondents were calculated. For the purposes of interpretation of the study results, 5 and 4



(strongly agree and agree) were grouped together as agree, 2 and 1 (disagree and strongly disagree) were grouped as disagree while 3 was not sure.

#### 4.4.1 Job Sharing

Descriptive analysis for the job sharing were presented in Table 7.

**Table 7: Job Sharing**

| <b>Statement</b>   | <b>Strongly disagree</b> | <b>Disagree</b> | <b>Somewhat agree</b> | <b>Agree</b> | <b>Strongly Agree</b> | <b>Mean</b> | <b>Std. Dev</b> |
|--|--------------------------|-----------------|-----------------------|--------------|-----------------------|-------------|-----------------|
| Working part time has enabled me to easily have work life balance. | 12.10%                   | 13.40%          | 5.40%                 | 33.60%       | 35.60%                | 3.67        | 1.39            |
| Job sharing helps retain experienced employees                     | 5.40%                    | 12.80%          | 4.00%                 | 30.90%       | 47.00%                | 4.01        | 1.23            |
| There is adequate infrastructure in place for job sharing          | 5.00%                    | 16.80%          | 7.00%                 | 41.60%       | 29.50%                | 3.74        | 1.19            |
| I have managed my work and family responsibility due to flex time  | 10.40%                   | 4.00%           | 26.80%                | 37.60%       | 21.10%                | 3.55        | 1.17            |
| Staff motivation level can be increased                            | 12.40%                   | 6.40%           | 9.70%                 | 25.20%       | 46.30%                | 3.87        | 1.39            |

| <b>Statement</b>   | <b>Strongly disagree</b> | <b>Disagree</b> | <b>Somewhat agree</b> | <b>Agree</b> | <b>Strongly Agree</b> | <b>Mean</b> | <b>Std. Dev</b> |
|--|--------------------------|-----------------|-----------------------|--------------|-----------------------|-------------|-----------------|
| through the implementation of Job sharing Job sharing has enabled me to improve my performance | 11.40%                   | 2.30%           | 17.40%                | 39.60%       | 29.20%                | 3.73        | 1.23            |
| My department has introduced job sharing which has helped me reduce work stress                | 13.40%                   | 4.70%           | 8.70%                 | 49.30%       | 23.80%                | 3.65        | 1.27            |
| Job sharing has helped me increase my working efficiency and focus in management of time       | 4.00%                    | 14.10%          | 19.50%                | 38.60%       | 23.80%                | 3.64        | 1.11            |
| Job sharing has enabled me to improve my performance   | 11.40%                   | 10.40%          | 13.40%                | 33.90%       | 30.90%                | 3.62        | 1.32            |
| Job sharing increases employee performance   | 10.10%                   | 13.10%          | 15.40%                | 31.50%       | 29.90%                | 3.58        | 1.31            |

Source: Researcher 2022

The results showed that majority of the respondents who were 69.2% (33.6% + 35.6%) agreed with the statement that working part time had enabled them to easily have work life balance. The mean of the statement was 3.67 and a standard deviation of 1.39 thus indicating a variation from the mean. Results showed that majority of the respondents who were 77.9% agreed with the statement that job sharing helped them to retain experienced employees. The mean of the statement was 4.01 and a standard deviation of 1.23 thus indicating a variation from the mean. Further result showed that majority of the respondents who were 71.1% agreed with the statement that there was adequate infrastructure in place for job sharing. The mean of the statement was 3.74 and a standard deviation of 1.19 thus indicating a variation from the mean. In addition, majority of the respondents who were 58.7% agreed with the statement that they had managed their work and family responsibility due to flex time. The mean of the statement was 3.55 and a standard deviation of 1.17 thus indicating a variation from the mean. The study findings agreed with Thakur (2018) who indicated that employees need a flexible jobs so as to balance the family responsibilities. Further result showed that majority of the respondents who were 71.5% agreed with the statement that staff motivation level could be increased through the implementation job sharing. The mean of the statement was 3.87 and a standard deviation of 1.39 thus indicating a variation from the mean. Further result showed that majority of the respondents who were

68.8% agreed with the statement that job sharing had enabled them to improve their performance. The mean of the statement was 3.73 and a standard deviation of 1.23 thus indicating a variation from the mean. In addition, results showed that majority of the respondents who were 73.1% agreed with the statement that their department had introduced job sharing which helped them to reduce work stress. The mean of the statement was 3.65 and a standard deviation of 1.27 thus indicating a variation from the mean. The study findings agreed with Crampton and Douglas (2003) who revealed that job sharing is of essence to the organization and its employees.

Further result showed that majority of the respondents who were 62.4% agreed with the statement that job sharing helped them to increase their working efficiency and focus in management of time. The mean of the statement was 3.64 and a standard deviation of 1.11 thus indicating a variation from the mean. In addition, results revealed that majority of the respondents who were 64.8% agreed with the statement that job sharing has enabled them to improve their performance. The mean of the statement was 3.62 and a standard deviation of 1.33 thus indicating a variation from the mean. Further result showed that majority of the respondents who were 61.4% agreed with the statement that job sharing increases employee performance. This implied that job sharing enhanced employee performance in the universities. The mean of the statement was 3.58 and a

standard deviation of 1.31 thus indicating a variation from the mean. The study findings agreed with Crampton and Douglas (2003) who revealed that job sharing is of essence to the organization and its employees. The study findings also agreed with Njiru (2016) who revealed that job sharing influenced employee performance, job satisfaction, staff morale, reduced absenteeism and contributed to cost effectiveness and efficiency in a big percentage

The respondents were asked to indicate whether they had a flexible work policy applicable to all employees in their work place. Majority of the respondents who were 72% indicated that they had a flexible work policy applicable to all employees in their work place while only 28% who did not have a flexible work policy.

The respondents were further asked to indicate some challenges employees encountered with job sharing. Some of the challenges indicated by the respondents included; disruption of work flow, lack of enough supervisory times, limited trainings, poor communication from the managers. Crampton and Douglas (2003) discovered that for the job share partners to work together there is need for a strong communication skill, trust between manager and employee and dependability

#### **4.4.2 Teleworking**

Descriptive analysis for the teleworking were presented in Table 7.

**Table 8: Teleworking**

| <b>Statement</b>   | <b>Strongly disagree</b> | <b>Disagree</b> | <b>Somewhat disagree</b> | <b>Agree</b> | <b>Strongly Agree</b> | <b>Mean</b> | <b>Std. Dev</b> |
|--|--------------------------|-----------------|--------------------------|--------------|-----------------------|-------------|-----------------|
| University has introduced teleworking to balance family work and organization's long work hours  | 12.80%                   | 0.30%           | 3.40%                    | 17.80%       | 65.80%                | 4.23        | 1.34            |
| University has introduced teleworking time which has helped me reduce work stress                | 7.40%                    | 6.40%           | 10.10%                   | 23.20%       | 53.00%                | 4.08        | 1.24            |
| I have managed my work and family responsibility due to teleworking                              | 9.70%                    | 3.40%           | 5.70%                    | 18.50%       | 62.80%                | 4.21        | 1.29            |
| Teleworking allows me to sort out my personal matters at home without interrupting working hour. | 12.80%                   | 1.30%           | 8.10%                    | 23.80%       | 54.00%                | 4.05        | 1.35            |
| I feel comfortable with the implementation   | 9.70%                    | 0.70%           | 6.00%                    | 29.50%       | 54.00%                | 4.17        | 1.22            |

| <b>Statement</b>  | <b>Strongly disagree</b> | <b>Disagree</b> | <b>Somewhat disagree</b> | <b>Agree</b> | <b>Strongly Agree</b> | <b>Mean</b> | <b>Std. Dev</b> |
|---|--------------------------|-----------------|--------------------------|--------------|-----------------------|-------------|-----------------|
| on of teleworking compared to the normal working schedule                               |                          |                 |                          |              |                       |             |                 |
| You attend to your work timely  | 9.40%                    | 4.40%           | 2.30%                    | 24.80%       | 59.10%                | 4.20        | 1.27            |
| Workers feel free to voice innovative suggestions to top management in this University. | 5.00%                    | 10.70%          | 4.40%                    | 23.50%       | 56.40%                | 4.15        | 1.21            |
| Teleworking improves work environment   | 13.10%                   | 0.70%           | 5.70%                    | 27.90%       | 52.70%                | 4.06        | 1.34            |
| Telecommuting has influence on employee performance                                     | 5.00%                    | 6.70%           | 8.70%                    | 27.20%       | 52.30%                | 4.15        | 1.15            |
| Teleworking improves employee performance   | 10.10%                   | 6.40%           | 16.40%                   | 39.60%       | 27.50%                | 3.68        | 1.23            |

Source: Researcher 2022

The study findings indicated that majority of the respondents who were 83.6% (17.8%+ 65.8%) agreed with the statement that university had introduced teleworking to balance family work and organization's long work hours. The mean of the statement was 4.23 and a standard deviation of

1.34 thus indicating a variation from the mean. Further results showed that most of the respondents who were 76.2% agreed with the statement that university had introduced teleworking time which had helped them to reduce work stress. The mean of the statement was 4.08 and a standard deviation of 1.24 thus indicating a variation from the mean. In addition, results showed that most of the respondents who were 81.3% agreed with the statement that they had managed their work and family responsibility due to teleworking. The mean of the statement was 4.21 and a standard deviation of 1.29 thus indicating a variation from the mean. The study findings also agreed with Onyemaechi (2018) who indicated that telecommuting had a positive effect on employees' performance in Nigeria.

Further results showed that most of the respondents who were 83.5% agreed with the statement that they felt comfortable with the implementation of teleworking compared to the normal working schedule. The mean of the statement was 4.17 and a standard deviation of 1.22 thus indicating a variation from the mean. In addition, results showed that most of the respondents who were 83.9% agreed with the statement that they attended to their work timely. The mean of the statement was 4.20 and a standard deviation of 1.27 thus indicating a variation from the mean. Results also revealed that 79.9% of the respondents agreed with the statement that workers felt free to voice innovative suggestions to top management in their University. The mean of the statement was 4.15 and a



standard deviation of 1.21 thus indicating a variation from the mean. The findings agreed with Onyemaechi (2018) who established that arrangement for employees to voice out their issues enhances their productivity.

In addition, results showed that most of the respondents who were 80.6% agreed with the statement that teleworking improved work environment. The mean of the statement was 4.06 and a standard deviation of 1.34 thus indicating a variation from the mean. Results also revealed that 79.5% of the respondents agreed with the statement that telecommuting had an influence on employee performance. The mean of the statement was 4.15 and a standard deviation of 1.15 thus indicating a variation from the mean. In addition, results showed that most of the respondents who were 67.1% agreed with the statement that teleworking improved employee performance. The mean of the statement was 3.68 and a standard deviation of 1.23 thus indicating a variation from the mean. This implied that teleworking enhanced performance of public universities. The study findings agreed with Khan (2018) who indicated that telecommunication has a significant relationship with employee performance.

The respondents were further asked to indicate the effects of teleworking in the organization. The following were some of the effects that were mentioned by the respondents; teleworking increased performance

efficiencies, it also lowered the absenteeism of workers as well as decreasing the university running costs.

#### 4.4.3 Compressed Work Schedules

Descriptive analyses for the Compressed work Schedules were presented in

Table 9.

**Table 9: Compressed work Schedules**

| <b>Statement</b>   | <b>Strongly disagree</b> | <b>Disagree</b> | <b>Somewhat agree</b> | <b>Agree</b> | <b>Strongly Agree</b> | <b>Mean</b> | <b>Std. Dev</b> |
|--|--------------------------|-----------------|-----------------------|--------------|-----------------------|-------------|-----------------|
| My job is compressed and in line with my interests, skills and attitudes                       | 7.70%                    | 0.70%           | 20.50%                | 19.80%       | 51.30%                | 4.06        | 1.20            |
| Compressed work week has improved your work in general   | 8.40%                    | 9.40%           | 25.50%                | 26.50%       | 30.20%                | 3.61        | 1.24            |
| I feel that service to customer will be affected if staffs work through compressed schedules   | 13.10%                   | 5.40%           | 12.40%                | 21.80%       | 47.30%                | 3.85        | 1.40            |
| I have high commitment to come to work through the implementation of compressed work schedules | 9.40%                    | 9.10%           | 12.80%                | 25.80%       | 43.00%                | 3.84        | 1.32            |
| My motivation level at work can be increased through   | 10.40%                   | 8.70%           | 15.10%                | 22.80%       | 43.00%                | 3.79        | 1.35            |

| <b>Statement</b>  | <b>Strongly disagree</b> | <b>Disagree</b> | <b>Somewhat agree</b> | <b>Agree</b> | <b>Strongly Agree</b> | <b>Mean</b> | <b>Std. Dev</b> |
|---|--------------------------|-----------------|-----------------------|--------------|-----------------------|-------------|-----------------|
| I usually take time to follow up with clients to ensure that they are satisfied with my services. | 7.40%                    | 5.40%           | 16.10%                | 24.20%       | 47.00%                | 3.98        | 1.23            |
| Compressed work schedules increases cost effectiveness and efficiency                             | 15.10%                   | 14.80%          | 22.50%                | 18.10%       | 29.50%                | 3.32        | 1.42            |
| Compressed work week is administered effectively  | 12.80%                   | 13.10%          | 10.70%                | 39.60%       | 23.80%                | 3.49        | 1.33            |
| Compressed work schedules reduces employee turnover   | 12.80%                   | 12.40%          | 17.40%                | 34.90%       | 22.50%                | 3.42        | 1.31            |
| Compressed work schedules influence on employee performance                                       | 9.70%                    | 2.30%           | 16.80%                | 33.90%       | 37.20%                | 3.87        | 1.22            |

Source: Researcher 2022

Results showed that majority of the respondents who were 71.1% (19.8%+ 51.3%) agreed with the statement that their job was compressed and in line with their interests, skills and attitudes. The mean of the statement was 4.06 and a standard deviation of 1.20 thus indicating a variation from the mean. Further results showed that most of the respondents who were 56.7% agreed that compressed work week had improved their work in general. The mean of the statement was 3.61 and a standard deviation of 1.24 thus indicating a variation from the mean. The study findings agreed with Deery (2017) who

established that the compressed work hours' satisfaction was associated with lower absenteeism and thus higher levels of employee performance.

In addition, results showed that majority of the respondents who were 69.1% agreed with the statement that they felt that service to customer was affected if staffs work through compressed schedules. Further results showed that most of the respondents who were 68.8% agreed that they had high commitment to come to work through the implementation of compressed work schedules. The mean of the statement was 3.84 and a standard deviation of 1.32 thus indicating a variation from the mean. In addition, results showed that majority of the respondents who were 65.8% agreed with the statement that their motivation level at work could be increased through compressed work schedules. The mean of the statement was 3.79 and a standard deviation of 1.35 thus indicating a variation from the mean. Further results showed that most of the respondents who were 71.2% agreed that they usually took time to follow up with clients to ensure that they were satisfied with their services. The mean of the statement was 3.84 and a standard deviation of 1.32 thus indicating a variation from the mean. The findings agreed with Wambui et al. (2017) compressed work schedules if well managed and embraced by all in the institution will improve employee performance.

In addition, results showed that majority of the respondents who were 47.6% agreed with the statement that compressed work schedules increases cost effectiveness and efficiency. The mean of the statement was 3.32 and a standard deviation of 1.42 thus indicating a variation from the mean. Further results showed that majority of the respondents who were 63.4% agreed with the statement that compressed work week was administered effectively. The mean of the statement was 3.43 and a standard deviation of 1.33 thus indicating a variation from the mean. Further results showed that

majority of the respondents who were 63.4% agreed with the statement that compressed work schedules reduced employee turnover. The mean of the statement was 3.42 and a standard deviation of 1.31 thus indicating a variation from the mean. In addition, results showed that majority of the respondents who were 71.1% agreed with the statement that compressed work schedules influence on employee performance. The mean of the statement was 3.87 and a standard deviation of 1.22 thus indicating a variation from the mean. This infers that compressed work scheduled had a positive influence on employee performance of the public universities. The study findings agreed with Njiru (2016) who revealed that compressed work hours influenced employee performance, job satisfaction and enhanced staff morale.

The respondents were further asked to indicate the some benefits of introducing compressed work week schedules. The respondents indicated that they were able to take some time off to take care of personal responsibilities.

#### 4.4.4 Employee Performance of Public Universities

Descriptive analysis for the employee performance of public universities were presented in Table 10.

**Table 10: Employee Performance of Public Universities**

| <b>Statement</b>   | <b>Strongly disagree</b> | <b>Disagree</b> | <b>Somewhat agree</b> | <b>Agree</b> | <b>Strongly Agree</b> | <b>Mean</b> | <b>Std. Dev</b> |
|--|--------------------------|-----------------|-----------------------|--------------|-----------------------|-------------|-----------------|
| Performance is measured against the productivity.                  | 11.70%                   | 2.30%           | 7.00%                 | 30.50%       | 48.30%                | 4.01        | 1.31            |
| Employees show a lot of concern of seeing that they complete their | 12.10%                   | 0.00%           | 14.10%                | 27.90%       | 46.00%                | 3.96        | 1.30            |

| <b>Statement</b>   | <b>Strongly disagree</b> | <b>Disagree</b> | <b>Somewhat agree</b> | <b>Agree</b> | <b>Strongly Agree</b> | <b>Mean</b> | <b>Std. Dev</b> |
|--|--------------------------|-----------------|-----------------------|--------------|-----------------------|-------------|-----------------|
| day's work.  |                          |                 |                       |              |                       |             |                 |
| Employees perform competently without pressure from their bosses.  | 9.70%                    | 3.40%           | 25.20%                | 25.80%       | 35.90%                | 3.75        | 1.25            |
| I am expected to have more individual responsibility for my job performance.   | 11.70%                   | 14.10%          | 15.40%                | 32.60%       | 26.20%                | 3.47        | 1.33            |
| My University emphasizes on meeting the customers' needs as results are more important than following the correct organizational procedures. | 9.40%                    | 4.00%           | 14.80%                | 38.30%       | 33.60%                | 3.83        | 1.21            |
| People are flexible and adaptable when changes are necessary.  | 11.40%                   | 0.70%           | 12.10%                | 27.90%       | 48.00%                | 4.00        | 1.29            |
| Employee believe they can influence or affect their work place through their ideas and involvement.  | 4.40%                    | 7.00%           | 13.40%                | 21.50%       | 53.70%                | 4.13        | 1.15            |
| Individuals and teams have clearly defined goals that relate to the goals or mission of the University.                                      | 10.10%                   | 5.40%           | 8.10%                 | 27.20%       | 49.30%                | 4.00        | 1.30            |
| We constantly stretch our goals, to continuously   | 11.40%                   | 7.00%           | 9.10%                 | 26.20%       | 46.30%                | 3.89        | 1.36            |

| <b>Statement</b>  | <b>Strongly disagree</b> | <b>Disagree</b> | <b>Somewhat agree</b> | <b>Agree</b> | <b>Strongly Agree</b> | <b>Mean</b> | <b>Std. Dev</b> |
|---|--------------------------|-----------------|-----------------------|--------------|-----------------------|-------------|-----------------|
| improve   |                          |                 |                       |              |                       |             |                 |
| People know what is expected of them and understand their impact on other people, teams, and functions. | 11.40%                   | 3.00%           | 15.40%                | 34.90%       | 35.20%                | 3.80        | 1.27            |
| People believe in teamwork, the “what’s in it for us” approach rather than “what’s in it for me.”       | 11.70%                   | 9.40%           | 13.80%                | 41.90%       | 23.20%                | 3.55        | 1.27            |
| Managers at all levels work together as a team to achieve results for the University                    | 10.40%                   | 7.00%           | 12.80%                | 34.90%       | 34.90%                | 3.77        | 1.28            |
| I would be happy to spend the rest of my career in this University.                                     | 5.40%                    | 18.80%          | 19.10%                | 15.10%       | 41.60%                | 3.69        | 1.32            |
| I do feel a strong sense of belonging to my University  | 15.40%                   | 12.80%          | 7.40%                 | 28.90%       | 35.60%                | 3.56        | 1.46            |
| work overtime to complete my tasks  | 9.70%                    | 2.30%           | 16.80%                | 33.90%       | 37.20%                | 3.87        | 1.22            |

Source: Researcher 2022

The results showed that majority of the respondents who were 78.8% (30.5% + 48.3%) agreed with the statement that performance was measured against the productivity with a mean of 4.01 and standard deviation of 1.31. Further results showed that majority of the respondents who were 73.9% agreed with the statement that employees show a lot of concern of seeing

that they complete their day's work. The mean of the statement was 4.01 and a standard deviation of 1.31 thus indicating a variation from the mean. Further results showed that most of the respondents who were 61.7% agreed with the statement that employees perform competently without pressure from their bosses. The mean of the statement was 3.75 and a standard deviation of 1.25 thus indicating a variation from the mean. In addition, results showed that most of the respondents who were 58.8% agreed with the statement that they are expected to have more individual responsibility for their job performance. The mean of the statement was 3.75 and a standard deviation of 1.25 thus indicating a variation from the mean. Further results showed that most of the respondents who were 71.9% agreed with the statement that employees perform competently without pressure from their bosses. The mean of the statement was 3.83 and a standard deviation of 1.21 thus indicating a variation from the mean. These findings agreed with Wambui et al. (2017) who indicated that most universities in Kenya did not have flexible work management schedules.

Further results showed that most of the respondents who were 75.9% agreed with the statement that people are flexible and adaptable when changes are necessary. The mean of the statement was 4.00 and a standard deviation of 1.29 thus indicating a variation from the mean. In addition, results showed that most of the respondents who were 75.2% agreed with the statement that employee believe they can influence or affect their work place through their



ideas and involvement. The mean of the statement was 4.13 and a standard deviation of 1.15 thus indicating a variation from the mean. In addition, results showed that most of the respondents who were 76.5% agreed with the statement that individuals and teams had clearly defined goals that relate to the goals or mission of the College. The mean of the statement was 4.00 and a standard deviation of 1.13 thus indicating a variation from the mean. Further results showed that most of the respondents who were 72.5% agreed with the statement that they constantly stretched their goals, to continuously improve. The mean of the statement was 3.89 and a standard deviation of 1.36 thus indicating a variation from the mean. These findings agreed with Wambui et al. (2017) who indicated that most universities in Kenya did not have flexible work management schedules.

In addition, results showed that most of the respondents who were 70.1% agreed with the statement that people know what was expected of them and understand their impact on other people, teams, and functions. The mean of the statement was 3.80 and a standard deviation of 1.27 thus indicating a variation from the mean. Further results showed that most of the respondents who were 65.1% agreed with the statement that people believe in teamwork, the “what’s in it for us” approach rather than “what’s in it for me.” The mean of the statement was 3.55 and a standard deviation of 1.27 thus indicating a variation from the mean. Results also showed that most of the respondents who were 65.1% agreed with the statement that managers at

all levels work together as a team to achieve results for the University. The mean of the statement was 3.77 and a standard deviation of 1.28 thus indicating a variation from the mean. Further results showed that most of the respondents who were 56.7% agreed with the statement that they would be happy to spend the rest of their career in the University. The mean of the statement was 4.23 and a standard deviation of 1.34 thus indicating a variation from the mean. The mean of the statement was 3.69 and a standard deviation of 1.32 thus indicating a variation from the mean. Results also showed that most of the respondents who were 65.4% agreed with the statement that managers at all levels work together as a team to achieve results for the University. The mean of the statement was 3.56 and a standard deviation of 1.46 thus indicating a variation from the mean. Further results showed that most of the respondents who were 71.1% agreed with the statements that they work overtime to complete their tasks. The mean of the statement was 3.87 and a standard deviation of 1.22 thus indicating a variation from the mean. These findings agreed with Wambui et al. (2017) who indicated that most universities in Kenya did not have flexible work management schedules.

The respondents were further asked to indicate how their organization measure performance. The following were the measures that were indicated; revenue collected by the university, amount of research, social benefits.

## 4.5 Diagnostic Tests

Diagnostic tests were done before running the regression. Normality tests, multicollinearity tests, heteroskedasticity test, autocorrelation test were the tests that were considered for this study.

### 4.5.1 Normality Test

Normality of data was tested by use of Shapiro-Wilk test. In this study, only 298 elements, the Shapiro-Wilk test is used.

**Table 11: Shapiro Wilk Test**

|                           | <b>Shapiro-Wilk</b> |          |             |
|---------------------------|---------------------|----------|-------------|
|                           | <b>Statistic</b>    | <b>n</b> | <b>Sig.</b> |
| Job Sharing               | 0.888               | 298      | 0.000       |
| Teleworking               | 0.96                | 298      | 0.051       |
| Compressed Work Schedules | 0.926               | 298      | 0.076       |
| Employee performance      | 0.913               | 298      | 0.545       |

Source: Researcher 2022

The Shapiro wilk results for the variables job sharing, teleworking, compressed work schedules, employee performance were, 0.051, 0.076, 0.545 respectively. The results indicated that the data was normally distributed for all the variables. This indicted that further analysis could be conducted.

#### 4.5.2 Multicollinearity Test

Multicollinearity was assessed by use of VIF.

**Table 12: Multicollinearity Test**

|                           | Collinearity Statistics |       |
|---------------------------|-------------------------|-------|
|                           | Tolerance               | VIF   |
| (Constant)                |                         |       |
| Job Sharing               | 0.519                   | 1.928 |
| Teleworking               | 0.532                   | 1.879 |
| Compressed Work Schedules | 0.543                   | 1.841 |

The tolerance values ranged from 0.519 and 0.532. This implied that all tolerance values were above 0.5. According to Weisburd and Britt (2012) state that anything above 0.20 suggests no multicollinearity in a model. The results in Table 10 present variance inflation factors results and were established to be between 1.841 and 1.928 which is less than 10 and thus there is no Multicollinearity between the variables.

#### 4.5.3 Heteroscedasticity Test

Breusch-Pagan was used to test was used to test the presence of Heteroscedasticity. The test results are presented in Table 13.

**Table 13: Heteroscedasticity Test**

|                           | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|---------------------------|-----------------------------|------------|---------------------------|-------|-------|
|                           | B                           | Std. Error | Beta                      |       |       |
| (Constant)                | 0.451                       | 0.08       |                           | 5.659 | 0.000 |
| Job Sharing               | 0.021                       | 0.058      | 0.651                     | 0.080 | 0.045 |
| Teleworking               | -0.045                      | 0.023      | -0.15                     | 1.936 | 0.054 |
| Compressed Work Schedules | 0.046                       | 0.024      | 0.146                     | 1.911 | 0.057 |

The results showed that all the variables had p valued above 0.05. This implied that there was no heteroscedasticity.

#### 4.5.4 Autocorrelation Test

The Durbin Watson test was used to test for autocorrelation. Findings are displayed in Table 14 below.

**Table 14: Test for Autocorrelation**

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------|----------|-------------------|----------------------------|---------------|
| 1     | .877a | 0.768    | 0.766             | 0.4377                     | 2.153         |

The results in Table 1 showed that the Durbin Watson  $d$  statistic was 2.153. The rule of thumb states that values of  $1.5 < d < 2.5$  show that the assumption of autocorrelation is met. The results therefore implied that the study variables did not have autocorrelation since the autocorrelation value was between 1.5 and 2.5.

#### 4.5.5 Test of Linearity Results

The linear relationship flanked by the independent variables and the dependent variable was tested using Pearson's correlation co-efficient between the employee performance and each of the hypothesized independent variables as suggested by Gujarati and Porter (2009).

**Table 15: Correlation Results**

|                              |                        | <b>Employee<br/>Performance</b> |
|------------------------------|------------------------|---------------------------------|
| Employee Performance         | Pearson<br>Correlation | 1                               |
|                              | Sig. (2-tailed)        |                                 |
| Job Sharing                  | Pearson<br>Correlation | .721**                          |
|                              | Sig. (2-tailed)        | 0.000                           |
| Teleworking                  | Pearson<br>Correlation | .773**                          |
|                              | Sig. (2-tailed)        | 0.000                           |
| Compressed Work<br>Schedules | Pearson<br>Correlation | .765**                          |
|                              | Sig. (2-tailed)        | 0.000                           |

The results showed that job sharing had a strong positive linear association with employee performance ( $r = 0.721$ ,  $p = 0.000$ ). The study further showed that teleworking had a strong positive linear association with employee performance ( $r = 0.773$ ,  $p = 0.000$ ). Further results teleworking had a strong positive linear association with employee performance ( $r = 0.765$ ,  $p = 0.000$ ).

#### 4.6 Regression Results

Regression analysis was used to examine whether flexible working arrangements can be used to explain employee performance in public universities in Mt. Kenya region. The results presented in Table 16 present the appropriateness of model used for the regression analysis in explaining the study phenomena.

**Table 16: Model fitness**

| Model | R        | Adjusted R | Std. Error of the |
|-------|----------|------------|-------------------|
| 1     | R Square | Square     | Estimate          |
|       | .877     |            |                   |
| 1     | a        | 0.768      | 0.4377            |

The value of R was 0.877 and this implied that there was a positive correlation between flexible working arrangements and employee performance in public universities. In addition, flexible working arrangements were seen to be good enough to explain employee performance in public universities. This is supported by R<sup>2</sup> of 0.768. This means that the model fitness found out that flexible working arrangements explain 76.8 % of the variations in the dependent variable (all other factors held constant) which is employee performance in public universities. These findings agreed with Njiru (2016) who found a significant influence of flexible work practices on employee performance in Public sector.

To determine the suitability of flexible working arrangements as a predictor for employee performance in public universities the ANOVA was computed. Table 17 presents the results.

**Table 17: ANOVA Results**

|            | <b>Sum of Squares</b> | <b>df</b> | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b> |
|------------|-----------------------|-----------|--------------------|----------|-------------|
| Regression | 186.949               | 3         | 62.316             | 325.272  | .000b       |
| Residual   | 56.325                | 294       | 0.192              |          |             |
| Total      | 243.274               | 297       |                    |          |             |

Table 13 indicated that flexible working arrangements was a good predictor of employee performance as represented by an F statistic of 325.272 and the reported p value of 0.000, which was less than the conventional probability of 0.05 significance level. The study findings agreed with Mungania, Waiganjo and Kihoro (2016) who indicated that flexible work arrangement influenced organization performance in the banking industry in Kenya.

Regression of Coefficient significance of the flexible working arrangements and employee performance of public universities was presented in Table 18.

**Table 18: Regression of Coefficient**

|                           | <b>Unstandardized Coefficients</b> |                   | <b>Standardized Coefficients</b> | <b>t</b> | <b>Sig.</b> |
|---------------------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
|                           | <b>B</b>                           | <b>Std. Error</b> | <b>Beta</b>                      |          |             |
| (Constant)                | -0.111                             | 0.128             |                                  | -0.867   | 0.387       |
| Job Sharing               | 0.247                              | 0.04              | 0.241                            | 6.183    | 0.000       |
| Teleworking               | 0.380                              | 0.037             | 0.393                            | 10.228   | 0.000       |
| Compressed Work Schedules | 0.391                              | 0.039             | 0.38                             | 9.972    | 0.000       |



Regression of coefficients showed that job sharing and employee performance of public universities were positively and significantly related ( $\beta=0.247$ ,  $p=0.000$ ). This implied that an improvement in job sharing by one unit would lead to improvement in employee performance of public universities by 0.247 units. The study findings agreed with Crampton and Douglas (2003) who revealed that job sharing is of essence to the organization and its employees.

Results also showed that teleworking and employee performance of public universities were positively and significantly related ( $\beta=0.380$ ,  $p=0.000$ ). This implied that an improvement in teleworking by one unit would lead to improvement in employee performance of public universities by 0.380 units. The study findings agreed with Onyemaechi (2018) who indicated that telecommuting had a positive effect on employees' performance in Nigeria

Further results revealed that compressed work schedules and employee performance of public universities were positively and significantly related ( $\beta=0.391$ ,  $p=0.000$ ). This implied that an improvement in job sharing by one unit would lead to improvement in employee performance of public universities by 0.391 units. The study findings agreed with Njiru (2016) who revealed that compressed work hours influenced employee performance, job satisfaction and enhanced staff morale

#### **4.7 Hypotheses Testing**

The hypothesis was tested by using multiple linear regressions Table 18. The acceptance/rejection criteria was that, if the t calculated is greater than t critical (3.96), the  $H_{01}$  is not rejected but if t calculated is less than t critical (3.96), the  $H_{01}$  fails to be accepted. The null hypothesis ( $H_{01}$ ) was that there is no statistically significant relationship between job sharing and employee performance of public universities in Mount Kenya region. Results showed that the t calculated of job sharing was 6.183 which was greater than t critical (3.96). Therefore, null hypothesis was rejected and the study concluded that there was a statistically significant relationship between job sharing and employee performance of public universities in Mount Kenya region. The study findings agreed with Njiru (2016) who revealed that job sharing influenced employee performance, job satisfaction, staff morale, reduced absenteeism and contributed to cost effectiveness and efficiency in a big percentage

Further the null hypothesis ( $H_{02}$ ) was that there is no statistically significant relationship between teleworking and employee performance of public universities in Mount Kenya region. Results showed that the t calculated of teleworking was 10.228 which was greater than t critical (3.96). Therefore, null hypothesis was rejected and the study concluded that there was a statistically significant relationship between teleworking and employee

performance of public universities in Mount Kenya region. The study findings agreed with Khan (2018) who indicated that telecommunication has a significant relationship with employee performance.

Further the null hypothesis ( $H_{03}$ ) was that there is no statistically significant relationship between compressed work schedules and employee performance of public universities in Mount Kenya region. Results showed that the t calculated of compressed work schedules was 9.972 which was greater than t critical (3.96). Therefore, null hypothesis was rejected and the study concluded that there was a statistically significant relationship between compressed work schedules and employee performance of public universities in Mount Kenya region.

**Table 15: Hypothesis Testing**

| <b>Hypothesis</b>   | <b>Rule</b>                                     | <b>p-value</b> | <b>Results of Hypothesis test</b>         |
|---|---|----------------|---|
| <b>Hypothesis 1</b>   |   |                |   |
| There is no statistically significant relationship between job sharing and employee performance of public universities in Mount Kenya region. | Reject $H_0$ if $t_{cal} < t_{critical}$ (3.96) | 6.181          | The null hypothesis was <b>rejected</b> . |
| <b>Hypothesis 2</b>   |   |                |   |
| There is no statistically significant relationship between teleworking  | Reject $H_0$ if $t_{cal} < t_{critical}$        | 10.228         | The null hypothesis                       |

| <b>Hypothesis</b>  | <b>Rule</b>                                     | <b>p-value</b> | <b>Results of Hypothesis test</b>        |
|--|---|----------------|--|
| and employee performance of public universities in Mount Kenya region.   | (3.96)  |                | was <b>rejected.</b>                     |
| <b>Hypothesis 3</b>  |   |                |  |
| There is no statistically significant relationship between compressed work schedule and employee performance of public universities in Mount Kenya region. | Reject $H_0$ if $t_{cal} < t_{critical}$ (3.96) | 9.172          | The null hypothesis was <b>rejected.</b> |

## **CHAPTER FIVE: CONCLUSIONS, RECOMMENDATIONS & PUBLICATION**

### **5.1 Introduction**

This study sought to establish the effect of flexible working arrangements on employee performance in public universities in Mt. Kenya region. This chapter outlines the summary of the findings as well as the conclusion. The chapter also outlines the study recommendation based from the study findings as well as the recommended areas for further research.

### **5.2 Summary of the Findings**

#### **5.2.1 Job Sharing and Employee Performance of Public Universities**

The first objective was to determine the extent to which job sharing affects performance of public universities in Mount Kenya region. The results showed that majority of the respondents agreed with the statement that working part time had enabled them to easily have work life balance. Results showed that majority of the respondents agreed with the statement that job sharing helps retain experienced employees. Further result showed that majority of the respondents agreed with the statement that there was adequate infrastructure in place for job sharing. In addition, majority of the respondents agreed with the statement that they had managed their work and family responsibility due to flex time. Further result showed that

majority of the respondents agreed with the statement that staff motivation level could be increased through the implementation job sharing.

Further result showed that majority of the respondents agreed with the statement that job sharing had enabled them to improve their performance. In addition, results showed that majority of the respondents agreed with the statement that their department had introduced job sharing which helped them to reduce work stress. Further result showed that majority of the respondents agreed with the statement that job sharing helped them to increase their working efficiency and focus in management of time. In addition, results revealed that majority of the respondents agreed with the statement that job sharing has enabled them to improve their performance. Further result showed that majority of the respondents agreed with the statement that job sharing increases employee performance.

Regression results showed that job sharing and employee performance of public universities were positively and significantly related. Hypothesis results showed that there was a statistically significant relationship between job sharing and employee performance of public universities in Mount Kenya region.

### **5.2.2 Teleworking and Employee Performance of Public Universities**

The second objective was to establish how remote/teleworking affects performance of Public Universities in Mount Kenya region. The study findings indicated that majority of the respondents agreed that university had introduced teleworking to balance family work and organization's long work hours. Further results showed that most of the respondents agreed with the statement that university had introduced teleworking time which had helped them reduce work stress. In addition, results showed that most of the respondents agreed with the statement that they had managed their work and family responsibility due to teleworking. Further results showed that most of the respondents agreed with the statement that they feel comfortable with the implementation of teleworking compared to the normal working schedule.

In addition, results showed that most of the respondents agreed with the statement that they attend to their work timely. Results also revealed that most of the respondents agreed with the statement that workers feel free to voice innovative suggestions to top management in their University. In addition, results showed that most of the respondents agreed with the statement that teleworking improved work environment. Results also revealed that most of the respondents agreed with the statement that telecommuting had influence on employee performance. In addition, results

showed that most of the respondents agreed with the statement that teleworking improved employee performance.

Regression results showed that teleworking and employee performance of public universities were positively and significantly related. Hypothesis results showed that there was a statistically significant relationship between teleworking and employee performance of public universities in Mount Kenya region.

### **5.2.3 Compressed Work Schedules and Employee Performance of Public Universities**

The third objective was to evaluate the extent to which compressed work schedules affects performance of Public Universities in Mount Kenya region. Results showed that majority of the respondents agreed with the statement that their job was compressed and in line with their interests, skills and attitudes. Further results showed that most of the respondents agreed that compressed work week had improved their work in general. In addition, results showed that majority of the respondents agreed with the statement that they felt that service to customer was affected if staffs work through compressed schedules. Further results showed that most of the respondents agreed that they had high commitment to go to work through the implementation of compressed work schedules. In addition, results showed that majority of the respondents agreed with the statement that their



motivation level at work could be increased through compressed work schedules. Further results showed that most of the respondents agreed that they usually took time to follow up with clients to ensure that they were satisfied with their services.

In addition, results showed that majority of the respondents agreed with the statement that compressed work schedules increased cost effectiveness and efficiency. Further results showed that majority of the respondents agreed with the statement that compressed work week was administered effectively. Further results showed that majority of the respondents agreed with the statement that compressed work schedules reduced employee turnover. In addition, results showed that majority of the respondents agreed with the statement that compressed work schedules had an influence on employee performance.

Regression results showed that compressed work schedules and employee performance of public universities were positively and significantly related. Hypothesis results showed that there was a statistically significant relationship between compressed work schedules and employee performance of public universities in Mount Kenya region.

### **5.3 Conclusions of the Study**

The study concluded that there was a statistically significant relationship between job sharing and employee performance of public universities in

Mount Kenya region. In addition, the study concluded that worklife balance of employees was enhanced by working part time. In addition, job sharing helped the universities to retain experienced employees as well as to improve the firm performance. Implementation of job sharing also enhanced staff motivation level and also helped to minimize stress amongst the employees.

The study concluded that there was a statistically significant relationship between teleworking and employee performance of public universities in Mount Kenya region. In addition, teleworking in public universities helped to balance family work and organization's long work hours. The study also concluded that teleworking helped the workers to reduce work stress as well as it helped to improve their work productivity. In addition, implementation of teleworking in public universities was better than the normal working schedule. In addition, teleworking improved work environment.

The study concluded that there was a statistically significant relationship between compressed work schedules and employee performance of public universities in Mount Kenya region. The study also concluded that compressed work week helped to improve the work of employees in general. Compressed work schedules also improved the motivation level of employees as well as helped to improve the commitment of workers. The

study also concluded that compressed work schedules reduced employee turnover.

#### **5.4 Recommendations of the Study**

Managers should improve the use of flextime work arrangement because it enhances employee performance, reduces absenteeism and increases employee satisfaction. Universities should also build flexible arrangements since they help employees in managing their work load, their personal life and help them to assess their responsibilities.

The study found that job sharing had a positive and significant effect on employee performance of public universities was positively and significantly related. Therefore, university employees should be encouraged to use this form of flexible practice and managers to ensure there is always a suitable partner for job sharers.

The study found that teleworking had a positive and significant effect on employee performance of public universities was positively and significantly related. Therefore, public universities should fully adopt teleworking practices since they enhance

The study found that compressed work schedules had a positive and significant effect on employee performance of public universities was positively and significantly related. The study therefore recommends that

universities should adopt favorable compressed work schedules since it enhance employee's commitment to organization goals, enable them to attend to family responsibilities better and is related to improved performance ratings.

### **5.5 Areas for Further Research**

This study sought to determine the effect of flexible working arrangements on employee performance in public universities in Mt. Kenya region. The study focused on universities in Mount Kenya region only. Further studies can focus on universities in other region in Kenya such as western region, Nyanza region, and coastal region.

The study used purely primary data which in itself is decisive, there may be a need for future studies to reflect the use of both primary and secondary data in a mixed research design. This may help reduce the bias related to opinions. The circumstantial focus of the study was the education sector, more specifically public university sector. This creates a contextual knowledge gap which may infer other studies to focus on other sectors and compare the findings.

In addition, this study focused on universities in Kenya and thus a similar study could be done in other countries such as Uganda, Tanzania. Since the R square was not 100%, it might imply that other additional parameters that can be considered in the measurement of flexible working arrangements

such as shift working arrangements, part time working, temporary contracts and flexi time that could enhance employee performance in public universities in Mt. Kenya region.

### **5.6 Publication**

Job Sharing on Employee Performance in Public Universities in Mt Kenya Region. Published in the International Journal of Humanities & Social Studies. The publication is available online to the below mentioned link of **April Issue'2022**: <http://internationaljournalcorner.com/index.php/theijhss/issue/view/9629>

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## **APPENDICES**

### **APPENDIX I: INTRODUCTION LETTER**

University of Embu

P.O Box 6-60100

**EMBU**

Dear Sir/Madam,

#### **RE: INTRODUCTION LETTER**

I am pursuing degree of Master of Business Administration in Human Resource Management at Meru University of Science and Technology. I intend to carry out a research on effect of flexible work arrangement in public universities in Mount Kenya region. You have been identified as a rich source of valuable information. I therefore seek your consent to allow me to collect data required for the study from your area of jurisdiction. The information provided will be confidential and will be used for the academic purpose only.

Yours faithfully,

Mercy Kanyua.

## APPENDIX II: QUESTIONNAIRE

### Section A

Please tick the appropriate box that corresponds to your answer

1. What is your gender

Male                        female

2. What is your marital status?

Married

Single

Widowed

Separated

Divorced

3. Please indicate your highest level of qualification

Ph. D

Masters

Bachelors

Diploma

Certificate

KCSE

Others please specify

4. How long have you been in service?

Less than 5 years

Between 6-10 years

Between 10-15 years

Above 20 years

### **SECTION B: Job Sharing**

To what extent do you agree with the extent to which teleworking affect flexible work arrangement. Indicate by ticking (√) the degree of your agreement or disagreement with the statements in the table below based on the following scale: **5-Strongly Agree, 4- Agree ,3- Somewhat Agree, 2- Disagree, 1-strongly disagree**

| SN | Statement  | Strongly | Disagree | Somewhat agree | Agree | Strongly Agree |
|----|--|----------|----------|----------------|-------|----------------|
| 1  | The extent to which job sharing affects performance of public universities in Mount Kenya region |          |          |                |       |                |
|    | Working part time has enabled me   |          |          |                |       |                |

|     |  |  |  |  |  |  |
|-----|--|--|--|--|--|--|
|     | to easily have work life balance.  |  |  |  |  |  |
| 2   | Job sharing helps retain experienced employees   |  |  |  |  |  |
| 3   | There is adequate infrastructure in place for job sharing                                |  |  |  |  |  |
| 4.  | I have managed my work and family responsibility due to flex time                        |  |  |  |  |  |
| 5   | Staff motivation level can be increased through the implementation Job sharing           |  |  |  |  |  |
| 6.  | Job sharing has enabled me to improve my performance                                     |  |  |  |  |  |
| 7   | My department has introduced job sharing which has helped me reduce work stress          |  |  |  |  |  |
| 8.  | Job sharing has helped me increase my working efficiency and focus in management of time |  |  |  |  |  |
| 9.  | Job sharing has enabled me to improve my performance                                     |  |  |  |  |  |
| 10. | Job sharing increases employee performance   |  |  |  |  |  |

Do you have a flexible work policy applicable to all employees at your workplace?

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What are some of the challenges employees encounter with job sharing?

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**SECTION C: Teleworking**

To what extent do you agree with the extent to which teleworking affect flexible work arrangement. Indicate by ticking (√) the degree of your agreement or disagreement with the statements in the table below based on the following scale: **5-Strongly Agree, 4- Agree ,3- Somewhat Agree, 2- Disagree, 1-strongly disagree**

| SN | Statement   | Strongly disagree | Disagree | Somewhat agree | Agree | Strongly Agree |
|----|---|-------------------|----------|----------------|-------|----------------|
| 1  | University has introduced teleworking to balance family work and organization's long work hours |                   |          |                |       |                |
| 2  | University has introduced teleworking time which has helped me reduce work stress               |                   |          |                |       |                |
| 3  | I have managed my work and family responsibility due to teleworking                             |                   |          |                |       |                |

|    |   |  |  |  |  |  |
|----|---|--|--|--|--|--|
| 4. | Teleworking allows me to sort out my personal matters at home without interrupting working hour.  |  |  |  |  |  |
| 5. | I feel comfortable with the implementation of teleworking compared to the normal working schedule |  |  |  |  |  |
| 6  | You attend to your work timely  |  |  |  |  |  |
| 7. | Workers feel free to voice innovative suggestions to top management in this University.           |  |  |  |  |  |
| 8. | Teleworking improves work environment   |  |  |  |  |  |
| 9. | Telecommuting has influence on employee performance   |  |  |  |  |  |
| 10 | Teleworking improves employee performance   |  |  |  |  |  |

**What are the effects of teleworking in your organization?**

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**SECTION D: Compressed Work Schedules**

To what extent do you agree with the extent to which compressed work schedules affect flexible work arrangement. Indicate by ticking (√) the degree of your agreement or disagreement with the statements in the table below based on the following scale: **5-Strongly Agree, 4- Agree ,3- Somewhat Agree, 2- Disagree, 1-strongly disagree**

| SN | Statement  | Strongly disagree | Disagree | Somewhat agree | Agree | Strongly Agree |
|----|--|-------------------|----------|----------------|-------|----------------|
| 1  | My job is compressed and in line with my interests, skills and attitudes                     |                   |          |                |       |                |
| 2  | Compressed work week has improved your work in general                                       |                   |          |                |       |                |
| 3  | I feel that service to customer will be affected if staffs work through compressed schedules |                   |          |                |       |                |
| 4. | I have high commitment to come to work through the implementation of compressed work         |                   |          |                |       |                |



|     |   |  |  |  |  |  |
|-----|---|--|--|--|--|--|
|     | schedules   |  |  |  |  |  |
| 5.  | My motivation level at work can be increased through compressed work schedules                    |  |  |  |  |  |
| 6   | I usually take time to follow up with clients to ensure that they are satisfied with my services. |  |  |  |  |  |
| 7.  | Compressed work schedules increases cost effectiveness and efficiency                             |  |  |  |  |  |
| 8   | Compressed work week is administered effectively  |  |  |  |  |  |
| 9.  | Compressed work schedules reduces employee turnover   |  |  |  |  |  |
| 10. | Compressed work schedules influence on employee performance                                       |  |  |  |  |  |

**What are the benefits of introducing compressed work week schedules?**

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**SECTION E: Performance of Universities**

| SN | Statement  | Strongly disagree | Disagree | Somewhat agree | Agree | Strongly Agree |
|----|--|-------------------|----------|----------------|-------|----------------|
| 1  | The extent of performance of public universities in Mount Kenya region is measured against the productivity.                                 |                   |          |                |       |                |
| 2  | Employees show a lot of concern of seeing that they complete their day's work.   |                   |          |                |       |                |
| 3  | Employees perform competently without pressure from their bosses.  |                   |          |                |       |                |
| 4. | I am expected to have more individual responsibility for my job performance.   |                   |          |                |       |                |
| 5. | My University emphasizes on meeting the customers' needs as results are more important than following the correct organizational procedures. |                   |          |                |       |                |
| 6  | People are flexible and adaptable when   |                   |          |                |       |                |

|    |   |  |  |  |  |  |
|----|---|--|--|--|--|--|
|    | changes are necessary.  |  |  |  |  |  |
| 7. | Employee believe they can influence or affect their work place through their ideas and involvement.     |  |  |  |  |  |
| 8. | Individuals and teams have clearly defined goals that relate to the goals or mission of the College.    |  |  |  |  |  |
| 9. | We constantly stretch our goals, to continuously improve  |  |  |  |  |  |
| 10 | People know what is expected of them and understand their impact on other people, teams, and functions. |  |  |  |  |  |
| 11 | People believe in teamwork, the “what’s in it for us” approach rather than “what’s in it for me.”       |  |  |  |  |  |
| 12 | Managers at all levels work together as a team to achieve results for the University                    |  |  |  |  |  |
| 13 | I would be happy to spend the rest of my career in this University.                                     |  |  |  |  |  |

|    |  |  |  |  |  |  |
|----|--|--|--|--|--|--|
| 14 | I do feel a strong sense of belonging to my University |  |  |  |  |  |
| 15 | work overtime to complete my tasks                     |  |  |  |  |  |

**How does your organization measure performance?**

### **APPENDIX III: RESEARCH BUDGET**

The table below provides the budget for all the expenses that the researcher will incur.

#### ***Budgetary Estimates***

| <b>Activity</b>                  | <b>Total in Kenya Shillings</b> |
|----------------------------------|---------------------------------|
| Transport & Accommodation        | 16,000                          |
| Stationary                       | 24,900                          |
| Typing, Photocopying and Binding | 33,500                          |
| Internet Services                | 13,000                          |
| Hiring Field Assistant           | 24,000                          |
| Subsistence Allowance            | 20,400                          |
| Miscellaneous Costs              | 19,500                          |
| Consultation & Data Analysis     | 50,500                          |
| <b>Total</b>                     | <b>201,800</b>                  |

## APPENDIX IV: PROGRAMME OF ACTIVITIES

*Calendar of Activities*

*2021/2022*

| <b>Activity</b>                                      | <b>Oct</b> | <b>Nov</b> | <b>Dec</b> | <b>Jan</b> | <b>June</b> | <b>Oct</b> | <b>Dec</b> |
|--|------------|------------|------------|------------|-------------|------------|------------|
| Proposal write-up and defense                        |            |            |            |            |             |            |            |
| Development of data and<br>Collection of instruments |            |            |            |            |             |            |            |
| Data Collection                                      |            |            |            |            |             |            |            |
| Data coding keying in and<br>analysis                |            |            |            |            |             |            |            |
| Thesis write-up                                      |            |            |            |            |             |            |            |
| Submission of Thesis for<br>examination              |            |            |            |            |             |            |            |
| Thesis defense and Final<br>Submission               |            |            |            |            |             |            |            |

## **APPENDIX V: PUBLICATION**