

**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**

PAULINE MBERE NJIRU

B220/1996/P/13

**A THESIS SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL
FULFILMENT FOR THE AWARD OF DEGREE OF MASTER OF SCIENCE
HUMAN RESOURCE MANAGEMENT, KARATINA UNIVERSITY**

OCTOBER 2016

DECLARATION

This thesis is my original work and has not been presented for a degree in any other University or for any other award.

Signature  Date ...1/11/2016.....

Pauline M. Njiru B220/1996/P/13

DECLARATION BY SUPERVISORS

This thesis was carried out by the candidate under our supervision and has been submitted with our approval as university supervisors, School of Business.

Signature  Date ...1/11/16.....

Dr. Kellen Kiambati

University Supervisor

Signature  Date ...1/11/16.....

Dr. Alice Kamau

University Supervisor

DEDICATION

I dedicate this thesis to my beloved husband C.N. Nyaga, and sons, Kelvin, Lewis and Ken for their love and support in making my dream a reality.

ACKNOWLEDGEMENT

Above all, God's benevolence has been unmatched. I would not have made it this far without His grace. May His name be glorified. I would also wish to acknowledge Dr. Kellen Kiambati and Dr. Alice Kamau for their selfless devotion and professional guidance while working on the thesis. Much gratitude goes to my classmates with whom I was involved in constant networking.

TABLE OF CONTENTS

DECLARATION	Error! Bookmark not defined.
DEDICATION	ii
ACKNOWLEDGEMENT.....	iv
TABLE OF CONTENTS	v
LIST OF TABLES	ix
LIST OF FIGURES	xi
LIST OF APPENDICES	xii
ABBREVIATIONS AND ACRONYMS	xiii
CHAPTER ONE	15
INTRODUCTION.....	15
1.1 Overview.....	15
1.2 Background	15
1.2.1 Public Sector	15
1.2.2 Concept of Flexible Work Practices.....	17
1.2.3 Flexible Work Arrangements and Organization Performance	17
1.3 Statement of the Problem.....	18
1.4 General Objectives.....	19
1.4.1 Specific Objectives	19
1.5 Research Questions	20
1.6 Significance of the Study.....	20
1.7 Scope of the Study.....	21
1.8 Justification	21
1.9 Limitations and Delimitations of the Study.....	22
CHAPTER TWO	24
LITERATURE REVIEW	24

2.1	Introduction.....	24
2.2	Theoretical Framework	24
2.2.1	Contract Theory.....	24
2.2.2	Expectancy theory.....	25
2.2.3	Psychological Job Control Theory	25
2.3	Telecommuting	26
2.4	Compressed Work Week	28
2.5	Job Sharing.....	29
2.6	Flexi-Time.....	30
2.8	Critique of Literature Review.....	31
	RESEARCH DESIGN AND METHODOLOGY	35
3.1	Introduction.....	35
3.2	Research Design.....	35
3.3	Target population	35
3.4	Sampling Technique	36
3.5	Data collection	36
3.5.1	Research Instruments.....	36
3.5.2	Reliability and Validity.....	37
3.6	Data Analysis Methods and Procedure	37
3.7	Ethical consideration	38
	CHAPTER FOUR.....	39
	FINDINGS, INTERPRETATION AND DISCUSSION	39
4.0	Introduction.....	39
4.1	Demographics Characteristics	39
4.1.1	Respondents Gender	39
4.1.2	Respondents Age	40
4.1.3	Length of Service in the Institution (Years)	41
4.1.4	Respondents Highest Level of Education	41
4.2	Existence of Flexible Work Practices Policy	42
4.2.1	Whether Telecommuting affects Employee Performance	43

4.2.2	Telecommuting Facilities	43
4.2.3	Telecommuting Improvement on Job Satisfaction and Staff Morale..	44
4.2.4	Telecommuting Savings on Costs	44
4.2.5	Relationship between Performance Measures and Telecommuting	45
4.3	Whether Compressed Work Hours affects Employee Performance	47
4.3.1	Use of Compressed Hours by Employees	48
4.3.2	Compressed Hours on Workers' Savings	48
4.3.3	Compressed Work Hours Influence on Job Satisfaction and Staff Morale	49
4.3.4	Compressed Work Hours Influence on Employee Turnover	50
4.4	Job Sharing Influence on Employee Performance	52
4.4.1	Job Sharing and its use by Employees	53
4.4.2	Job Sharing and Job Satisfaction and Staff Morale	54
4.4.3	Job Sharing and its Reduction on Absenteeism	54
4.4.4	Job Sharing and its Influence on Aspects of Performance	55
4.5	Flex Time and its Effects on Employee Performance	57
4.5.1	Flexi Time Usage by Employees	58
4.5.2	Flex-Time and its Influence on Job Satisfaction and Staff Morale	59
4.5.3	Flexi Time and its Reduction on Absenteeism	59
	SUMMARY, CONCLUSION AND RECOMMENDATIONS	65
5.1	Introduction	65
5.2	Summary of Findings	65
5.2.1	Telecommuting Influence on Employee Performance	65
5.2.2	Compressed Hours Influence on Employee Performance	66
5.2.3	Job sharing influence on employee performance	66
5.2.4	Flexi time influence on employee performance	67
5.3	Conclusion	67
5.3.1	Telecommuting	67
5.3.2	Compressed Hours	68
5.3.3	Job Sharing	68
5.3.4	Flexi Time	68
5.4	Recommendations	69

REFERENCES 70

LIST OF TABLES

Table 3. 1: Target population.....	36
Table 4. 1: Respondents' Highest Level of Education	42
Table 4. 2: Whether the workplace has Flexible Work Practices Policy.....	42
Table 4. 3: Whether Telecommuting affects Employee Performance.....	43
Table 4. 4: Extent to which facilities at work are adequate for Telecommuting	43
Table 4. 5: Extent to which cost effectiveness and efficiency have been achieved.....	45
Table 4. 6.a:Relationship Between Performance Measures And Telecommuting	45
Table 4. 6.b:Analysis of variance of the performance measures and telecommuting	46
Table 4. 6.c:Coefficients of Telecommuting on performance measures	46
Table 4. 7: Extent CWH has led to Job Satisfaction and Enhanced Staff Morale	50
Table 4. 8:Extent to which reduced Turnover has been achieved	50
Table 4. 9.a:Relationship between performance measures and compressed hours	51
Table 4. 9.b: Analysis of variance of the performance measures and compressed hours	51
Table 4. 9.c:Coefficients of Compressed hours on performance measures	52
Table 4. 10: Extent to which Job sharing is used by Employees.....	53
Table 4. 11: Extent to which Job Satisfaction and staff morale have been achieved ..	54

Table 4. 12: Extent to which Job sharing had led to influence on aspects of performance	55
Table 4. 13.a:Relationship between performance measures and Job Sharing	56
Table 4. 13.b: Analysis of variance of the performance measures and Job Sharing ...	57
Table 4. 13.c: Coefficients of Job Sharing on performance measures.....	57
Table 4. 14: Whether flexi time affects employee performance.....	58
Table 4. 15: Extent to which Flexi time has led to Job satisfaction and staff Morale .	59
Table 4. 16: Extent to which Flexi-time has led to reduced absenteeism.....	59
Table 4. 17.a:Relationship between performance measures and Flexi-time	60
Table 4. 17.b:Analysis of variance of the performance measures and Flexi-Time.	61
Table 4. 17.c: Coefficients Of Flexi-Time On Performance Measures	61
Table 4. 17.d: Model Summary	62
Table 4. 17.e: ANOVA ^a	63
Table 4. 17.f: Coefficients ^a	63

LIST OF FIGURES

Figure 2. 1: The Relationship between Flexible Work practices and Employees Performance (Source – Researcher).....	33
Figure 4. 1: Respondents Gender.....	39
Figure 4. 2: Respondents Age.....	40
Figure 4. 3: Length of service in the institution (Years).....	41
Figure 4. 4:Extent of Job Satisfaction and Staff Morale	44
Figure 4. 5: Effects of Compressed work hours on employee performance.....	47
Figure 4. 6: Extent of Use of Compressed work hours by employees.....	48
Figure 4. 7: Whether Compressed Work Hours Translated To Worker Savings	49
Figure 4. 8: Job Sharing Influenced Employee Performance	53
Figure 4. 9: Extent to which job sharing had reduced absenteeism.....	55
Figure 4. 10: Extent to which Flexi time is used by employees	58

LIST OF APPENDICES

Appendix I: Questionnaire	77
Appendix II: Introductory Letter	80

ABBREVIATIONS AND ACRONYMS

CWH	- Compressed Work Hours
EU	- European Union
HR	- Human Resources
HRM	- Human Resource Management
ICT	- Information and Communication Technology
NSCW	- National Study of the Changing Workforce
PRS	- Public Sector Reforms
SPSS	- Statistical Package for Social Sciences
USA	- United States of America
UK	- United Kingdom

ABSTRACT

This study aimed at investigating the influence of flexible work practices on employee performance in Public sector in the Ministry of Interior and Coordination of National Government, Embu County. Other Countries in the world that have practiced flexible work practices includes: USA, UK, Australia and Africa to mention a few. Flexible work arrangements have benefited employees at personal and professional levels. Flexible work schedules covered in this study include telecommuting, compressed hours, job sharing and flexi-time. In order to carry out the study, objectives were formulated to determine how job sharing, telecommuting, compressed work week and flexi-time affects the employee performance and the research questions were derived from these objectives. The Government as policy maker will benefit from this study as well as the Human Resource Managers who are incharge of employees. The employees will also get more knowledge and be enlightened on flexible practices; the scholars or other researchers will also benefit as they may research further on this topic hence the basis from which to start. The study was carried out at the Ministry of Interior and Coordination of National Government and a descriptive survey design was adopted. The study targeted all the 50 employees in the Institution. Census was done since the population was rather small and data was collected by use of structured questionnaires from 47 respondents out of 50 employees (3) did not respond. Data was analyzed by Statistical Package for Social Science (SPSS) and both descriptive and inferential statistics were conducted. The linear and multiple regression analysis were done to establish relationship among all the variables in the study. The study established that the institution did have flexible work practices policy in place; similarly the study found out that telecommuting had not affected employee performance in the institution; employees used telecommuting to a very small percentage and it influenced job satisfaction and staff morale, increased productivity but in a very small percentage. The study further revealed that compressed work hours influenced employee performance, job satisfaction and enhanced staff morale in a very small percentage. 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 recommends that employees allowed to telecommute should be facilitated to do so. The Institution should also provide other forms of flexible practices, for instance, shift, part-time and weekend work. Further study on flexible practices to be conducted in public sector.

CHAPTER ONE

INTRODUCTION

1.1 Overview

The chapter gives the study background as well as the problem why the study was carried out, its purpose, the research objectives as well as the research questions. The significance of the study and the scope, limitations and the operational definition of terms are also outlined.

1.2 Background

1.2.1 Public Sector

The Public Sector plays a crucial role in the day today running of public services that enables the proper management of the country's economy. Through the Public sector people are able to get goods and services that cannot be provided by the private sector. It is made up of national and county governments as well as parastatals. Lack of basic services retards the development of a country and affects people way of life.

According to Golden (2008) flexible practices is not a new concept and has been used by other organization. This has been made possible because of technological advancements. Some of Flexible work practices used in organizations today include: flextime: this arrangements enables employees to chose when they report or leave work; Flex place: gives employees freedom as to work from home or office; compressed hours: enables employees to work for extra hours in order to get an off; Part time: this is working for less time in a week; Job sharing: this enable two people to share a full time job, thus they alternate either two days in a week depending on the arrangement.

According to Lonnie (2011) so much emphasis has been put about teleworking. Most of the organizations are moving towards “24-hours operations”. This has been made possible because of advancement in technology developments. Thus most organizations are moving away from standard working hours to non-standard work schedules. There has been changes over the last 300 years regarding the standard work week. Previously employees would work for 96 hours, that is, 16 hours per day (Bird, 2010). Since 1900s Labour Unions have continued to hire employees’ grievances until the 40 hours week was established by Labour Standards Act.

According to Avery and Zabel (2001) one manufacturing company changed its work schedule from working six hours per day to eight hours. This alteration brought increase in production because accidents reduced as well as increasing employees morale. The program was accepted nationally by stakeholders from government and business organizations.

According to Kattenbach, Demerouti and Nachreiner (2010) the US President passed a Telework Act that enabled for more flexibility by employees. Other countries for instance Australia followed suit in order to bridge the production gap (Watson, Buchanan, Campbell & Briggs, 2003). According Avery and Zabel (2001) Germany aerospace introduced flexible practices in order to reduce absenteeism. In UK quite a number of organizations introduced flexible work arrangements (Kersley, Alpin, Forth, Bryson, Bewley & Oxenbridge, 2006). Organizations in Africa have introduced flexible practices but to a lesser extent (Horwitz & Franklin, 1996). In Kenya flex-time has been in use by various firms, for instance Safaricom in 2012 and ECO Bank in 2013 and some commercial banks (Kamau, Mukaya & Wagoki, 2013).

According to Kamau et al. (2013) a study on flexible practices in Kenya concluded that flexible work practices improves employee job performance.

1.2.2 Concept of Flexible Work Practices

Flexible work practices allows employees the freedom to work outside the standard work schedules. (Hill, Mårtinson, Ferris, & Baker, 2001). According Rau (2003) flexible work practices are different forms of working schedule that enables employees to work outside the normal work day. Some of various forms of flexible work practices include – telecommuting, compressed hours, shift, flexi-time and annualized hours (Kelly & Kalev, 2008). However, this study was interested in only four types of flexible work practices namely: telecommuting, compressed work week, job sharing and flexi-time.

According Tang and Dermid (2008) a survey carried out found that 87% of workforce preferred flexible work and this would take priority when looking for new employment. Organizations are more alert and seek to engage employees who are more creative. They therefore look for ways and means of attracting employees. According to Perrin (2001) flexible work schedules are important element of Organization strategies which should be geared towards retaining a motivated workforce. Flexible work practices have been practiced in both developing and developed countries and both employers and employees have benefitted from them.

1.2.3 Flexible Work Arrangements and Organization Performance

Research has indicated that there are benefits associated with flexible work schedules. According to Galinsky and Halpern (2005) work flexibility enables the workers to

seek a new job or employer. Therefore labour turnover will be linked to the degree of flexibility the organization practices. Employees absenteeism reduces as a result of work scheduling (Kelly, Kalev, Kossek & Hammer, 2008). As a result of practicing these schedule flexibility the organizations productivity improves. Research has shown that organization using schedule flexibility tend to perform better (Combs, Hall & Ketchen, 2006). When workers have no control over their work schedule it may lead to effects on them due to long hours they are subjected to (Fenwick & Tausig, 2001). On the other hand, workers' job satisfaction levels are affected (Askenazy, 2004 & Lambert, 2000).

1.3 Statement of the Problem

The Public Service is faced with many problems affecting productivity. (McCourt, 2013). In 1993 the Kenyan Government sought to address the problems by introducing Public Service reforms. Although the government retrenched its employees by 30%, performance had not improved (Opiyo, 2006). The problem is caused by working for long hours and lack of time to attend to employees' personal responsibilities (Cooper, 2008). These constraints have had some effects on employees performance. According to Galinsky (2005) workers prefer jobs with a bit of flexibility for instance, having freedom to choose when to report and leave work. This has been necessitated by the trend of adopting "non-standard work" schedule as compared to normal working schedules. (Jacobs, Gerson, & Gornick, 2004).

At present the implementation of flexible work arrangements despite its benefits has not been adopted by most organizations. Even the few organizations that have

adopted these arrangements cannot boast of its benefits on employee performance. Flexible practices have been introduced and implemented in private sector for instance Safaricom in 2012 and ECO Bank in 2013 (Kamau et al., 2013). Malic (2011) has stated that organizations using flexible work practices seems to have more gains.

Using flexible work practices give job satisfaction, however studies have indicated a double benefits of being work-life balance (Pedersen & Lewis, 2012). However, no research has been done to establish the influence of flexible work practices on employee performance. The purpose of this study, therefore, was to find out the influence of flexible work practices on employee performance in public sector in Embu County.

1.4 General Objectives

The general objective was to establish the influence of flexible work practices on employee performance in the Ministry of Interior and Coordination of National Government, Embu County.

1.4.1 Specific Objectives

- i. To establish the extent to which telecommuting influence employee performance in Public Sector.
- ii. To determine the extent to which compressed hours influence employee performance in Public Sector.
- iii. To find out the extent to which job sharing influence employee performance in Public Sector.
- iv. To investigate the extent to which flexi-time influence employee performance in Public Sector.

1.5 Research Questions

- i. To what extent does telecommuting influence employee performance in Public Sector?
- ii. To what extent does compressed hours influence employee performance in Public Sector?
- iii. To what extent does job sharing influence employee performance in Public Sector?
- v. To what extent does flexi-time influence employee performance in Public Sector?

1.6 Significance of the Study

Human Resource Practitioners stands to benefit from this study. These are the officers in charge of human resources and the study will give them an in-depth of flexible work practices. It exposes them to various flexible work practices and their benefits. The National Government gains as the employer since it formulates the policies concerning human resources in public sector and informed decisions made. The study was carried out in Embu County which would enable the County to benefit from the findings. Flexible work practices boosts the employees' morale since they work at their convenient work schedule. This gives job satisfaction and in turn leads to better service delivery. The Scholars/Researchers interested in carrying out a similar research will have a base to start from, and enable them to fill in the gap left by this study.

1.7 Scope of the Study

The research was carried out to determine the influence of flexible work practices on employee performance. It was carried out at the Ministry of Interior and Coordination of National Government, Embu County. The study covered nine departments within the Ministry with a total population of 50 employees. The departments are located in Embu County, National Government offices block (formerly provincial Commissioner's headquarters). The departments are located in the first floor of the building which houses other ministries. The site falls within Embu West district which is one of the five districts in Embu County along the slopes of the Eastern foothills of Mt Kenya.

1.8 Justification

Various organizations have instituted flexible work practices. These practices have helped to diffuse employees stress, enhance performance and productivity. In Kenya organizations are seeking for 24 hours and 7-days work schedule. This signifies that more flexibility is required to work round the clock. Evidence has shown that the faster pace in which things are done could lead to stressful employees. According to Holbeche (2002) lack of control of work schedule and work pressure has led to stressful employees. The study area has been chosen at an appropriate time when the Government has been trying to introduce various reforms all geared towards performance improvement. In addition to this the Government has devolved various functions to Counties. Embu County was chosen in order to improve the performance of employees to make the County to be strategically positioned to improve on its production processes and accordingly the economy of the County. Most of studies

on flexible work practices have been carried out in Private Sector and not relating to job sharing, compressed work week, telecommuting and flexi time. This therefore creates a knowledge gap which this study intended to fill.

1.9 Limitations and Delimitations of the Study

There were some constraints encountered as a result of reluctant respondents who believed that the study would expose them in regard to personal information. To curb against this the employees were guided on the purpose of the study and assured of confidentiality and anonymity.

1.10 Operational Definition of Terms

- Performance** - Output of employees, the work they get to do at any given time with regard to quality (Al-Bakry, 2002).
- Flexible work practices** - Adjust the time or work place where work is carried out in a way that employees and employers can manage it. (Sloan, 2010).
- Telecommuting** - Is a form of work schedule where employees work at home or a place convenient to them. (Blair-Loy & Wharton, 2004).
- Compressed Hours** - Work option practice where employees reduce or work for less than normal number of days and compensate for full number of hours per week by extending work hours as agreed upon. (Sundo & Fujii, 2005).

- Job Sharing** - Work arrangement whereby two employees share a full time job by alternating on part time basis. (Blair-Loy & Wharton, 2004).
- Flexi time** - Work arrangement in which employees are allowed to choose when they start and end work. (Kelly & Kalev,2006).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter gives relevant literature used to conceptualize the research theme. It gives the theoretical framework, the types of flexible work practices together with benefits and challenges attributed with each, summary as well as relationship between flexible working and productivity.

2.2 Theoretical Framework

2.2.1 Contract Theory

Contract theory has been commonly used in probing relations in cost effective ways (Salanie, 1997). It has been used as a control device in organizational set up in teams (Barua, Lee & Whinston, 1995). The popular model within this theory is the Principal and Agent model. The Principal or manager ensures the Agent or worker puts the maximum effort in the job he is doing, but measuring the effort he exerts in the job becomes a challenge. Consequently, the principal has to device ways and means to align the principal interests and the interests of the Agent. The principal therefore devices incentives ways, control mechanism and selections methods (Holmstrom & Milgrom, 1991). Organizations allowing employees to telecommute could rely on contract theory because the manager has to decide whether to allow employees to work from home or not.

The manager/supervisor encounters problems because he is not sure of the quality and quantity of work performed at home. This arises because employees may engage in non-work activities while at home. On the other hand the employees have no supervisor while working at home. To solve this problem the manager selects those employees who could be trusted to telecommute and who works with minimal supervision. The manager also provides incentives to those workers telecommuting so as to put extra effort in their work.

2.2.2 Expectancy theory

In his expectancy theory Vroom (1964) implies that employees are aggravated to work harder to achieve those objectives they value and which are achievable. Workers practicing Job sharing are expected to have better performance because they can access resources like more time and support which makes them believe that they can do their jobs as well as attending to family responsibilities (Kossek & Misra, 2008). Workers using job sharing are motivated since they value its benefits hence they combine both work and family responsibilities. In his study Lambert (2000) established that workers practicing job sharing are more committed to their organization.

2.2.3 Psychological Job Control Theory

In their studies Karasek and Theorell (1990) stated that the significance of job control and how employees would benefit from it. Psychological job control theory outlines the importance how the employees job demand and how they can have control of the job. For instance having the freedom as to where, when and how they work. Jobs which are demanding and have little or no control will make the employees to be

stressed. Research has established that those employees in high demand jobs and allowed control will have less stress. (Gronlund, 2007).

However, workers on flexible and compressed work week or compressed hours have the advantage of combining both work and personal responsibilities. This is necessitated by employees job control. Employees allowed to be on flextime could have the benefit of attending to their non work activities such as attending evening or part classes or taking care of their families

2.3 Telecommuting

Telecommuting means working at home or at a central place convenient to ones customers (Blair-Loy & Wharton, 2002). The employees make use of their telephones, email and fax to get in touch with their managers and other co-workers. Previous studies have found that organizations practicing telecommuting have the advantage of employees retention (Grippaldi, 2002). According to Kurland and Bailey (1997) there are variety types of telecommuting. The commonly used are: home-based, satellite offices, neighborhood work centers, and mobile workers.

Home-base telecommuting is a method of telecommuting in which employees particularly work from their homes. Employees may opt to work for several days in a week. In order for this arrangement to succeed, employers provide employees with various office equipment and machines for instance, computers and fax machines (Wahab, 2007). On the other hand Satellite offices are other ways of telecommuting whereby employees are stationed at locality convenient to them or to their customers. The offices are properly furnished and have various office equipment (Blair-Loy &

Wharton, 2002). The other form of telecommuting is Neighbourhood work centre. It is more or less like satellite office. The disparity arises in that neighbourhood work centre accommodates employees from more than one company. The organizations or companies may share the lease on buildings but maintain separate offices within the same building. Offices may be furnished by owner of the building or the renting firm (Pyoria, 2009). Mobile working is different from telecommuters because they work from one fixed location. Mobile workers are mostly commuting on the road. They may work from various locations for instance, hotel, planes or vehicle. This arrangement is common for salespersons, reporters or investment bankers (Sahay, Nicholson & Krishna, 2003).

According to Kossek and Lee (2008) organizations makes saving because of reduced absenteeism. Reduced absenteeism displays employees loyalty to the organization which in turn has positive effects on organization performance. Workers operating from home have the advantage of combing work and family or personal responsibilities. This benefits the organization in that absenteeism reduces. In their study Karnowski and White (2002) established that office running costs reduces as a result of better utilization of resources management. Employees reduces their commute time as well (Major, Verive & Joice, 2008).

However, there are challenges associated with telecommuting. Madsen (2011) states that workers telecommuting may feel cut off from the organization set up. Employees are not able to interact with each other thereby losing the sense of belonging. Teamwork and employees' relations are also affected. There is the problem of inadequate resources and lack of technical support. Career development is

affected as well (Khaifa & Davidson, 2000). The employer is not able to closely monitor the performance of those employees chosen to telecommute. This may have repercussion for those jobs which are measureable.

According to Bailey and Kurland (2002) extensive studies have been carried out on telecommuting and its influence on performance however very little research has been done on examine decisions and design processes to give support to these programs. Other research indicated that managers/supervisors have problems in monitoring their employees (Kurland & Egan, 1999).

2.4 Compressed Work Week

Compressed work week is an agreement in which employees works for more hours by prolonging the length of work days in a week (Sundo & Fujii, 2005). Employees may opt to work for four days in a week to get a day off. Poor, (2010) ascertains that the commonly type of compressed hours is made up of ten hours per day making forty hours for 4 days. The employee could therefore be in a position to take a day off either Monday or Friday. According to Avery and Zabel (2001) North America workforce practices compressed work hours more than any other country. According to Bird (2010) compressed work hours increases production and job satisfaction improves as well as reducing absenteeism. In a study carried out in Texas 85% indicated it was easier to devote time to their families while 76% indicated that more time was devoted to family responsibilities (Travis, 2010).

Compressed work week has limitations. Work may be disrupted if most employees are absent due to emergencies since it would be difficult to provide for employees to

alternate; Employees health may be affected as a result of working for long hours; Meetings and training of employees may also be affected due to different work schedules; Managers may also fail to provide supervision when employees work for extended hours.

2.5 Job Sharing

According to Bliss and Thornton (2010) job sharing enables two employees to carry out the tasks of full-time job by alternating. Job sharing came into existence in mid 1960s. This was meant to provide solutions for those jobs which could not be divided into two part time jobs. Job sharing enables organization to maintain jobs in their full-time capacity and still get the benefit of employees expertise (Gliss, 2000).

According to Branine (2003) job sharing option allows two employees to alternate work responsibilities. Each employee works on half time basis, for instance, one employee reporting in the morning and the other in the afternoon. However, the employees need to have complementary skills (Kossek & Lee, 2005).

Organizations practicing this form of flexibility have the advantage of sourcing employees skills and experience in one job; enables tapping of employees talents; learning from each other;reliefs employees while away; Job sharers are able to maintain their jobs on full time basis (Miller, 2007).

The greatest problem arises in getting a suitable partner. If the job sharers are not compatible the arrangement may not work. The issue of overhead costs also arises due to trainings, employee compensations, office machines and equipment. Managers may be uncomfortable with this arrangement since it increases their supervisory roles.

Job sharing is not very common in some sectors. According to Miller (2007) in a survey of counselor education forum only 11.1% and 15.8 % had ever participated in job sharing. Some of reasons for its unpopularity is associated with cost; managers difficult in supervision; difficult in recruiting and maintaining accountability.

2.6 Flexi-Time

Flexi-time is an arrangement which enables employees to choose when they start or finish their work than the usual time, provided they complete a certain number of hours (Kelly & Kalev, 2006). Employees are supposed to be present particularly in certain core hours (Eaton, 2003). Flexi-time enables organizations to have employees working in extended time without any increase in costs. Eldridge and Nisar (2011) states that less time is wasted in settling down. Employees are able to attend to their person responsibilities especially those young families and those attending to part time classes (Rocerto, Gupta & Mosca, 2011).

According to Eldridge and Nisar (2011) studies have indicated organization using flexitime have less employees turnover; there is more commitment and more gains in production. There is also improved employee relations and improved communication (Haar & Spell, 2004). Casey and Grzywacz (2008) also sights reduced employee absenteeism as another benefit.

Flexi time has limitation of making the organization to incur additional costs in setting a timekeeping system; the managers experience problems of supervising and rescheduling employees work (Travis, 2010). Employees not chosen to telecommute may have problems and therefore bring resentment to those allowed to do so (Mun & Yonekawa, 2006).

2.7 Flexible Work Practices and Productivity

Studies by Gariety and Shaffer (2001) have indicated that flexible scheduling provides for increased income. This income is associated with more gains in production and the employers tends to share these gains with their employees (Shepard, Clifton & Kruse, 1996). The HRM should weigh the flexible work practices mentioned, that is telecommuting, compressed work week, job sharing and flexi-time to ascertain the most appropriate ones to fit in their particular organizations depending on benefits and challenges of each one of them.

2.8 Critique of Literature Review

Studies by Fletcher, Bailyn, Lobel and Kossek (1996) have stipulated that those employees who choose flexible work have been accused of having no organizational commitment. The culture of the organization plays a critical role in accepting and adopting flexible practice because it helps in avoiding repercussions from both the management and non users of flexible work practices. A study carried out by Breugh and Frye (2008) established that managers who are supportive to their families would be more likely prefer flexible work schedules; more research is required to give more insight about this relationship. Schedule flexibility has been carried out at national or industry levels. The interest of this studies are concerned at

organization level but still within the same context there has been contrasting definitions. Some scholars view flexibility 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 (Blyton, 1992). Still others have established that both employers and employees equally benefits from schedule flexibility (Martinez-Sanchez, Vela-Jiménez, Pérez-Pérez, & De Luis-Carnicer, 2009). These studies are not specific on various forms of flexible practices adopted.

2.9 Conceptual Framework

The conceptual framework explains the relationship between dependent variables and independent variable performance. Conceptual framework is a visual or written product, one that explains, either graphically or in narrative form, the main things to be studied- the key factors, concepts, or variables and the presumed relationships among them. This conceptual framework attempts to explain how job sharing, compressed hours, flexi time and telecommuting affects the performance.

Independent Variables

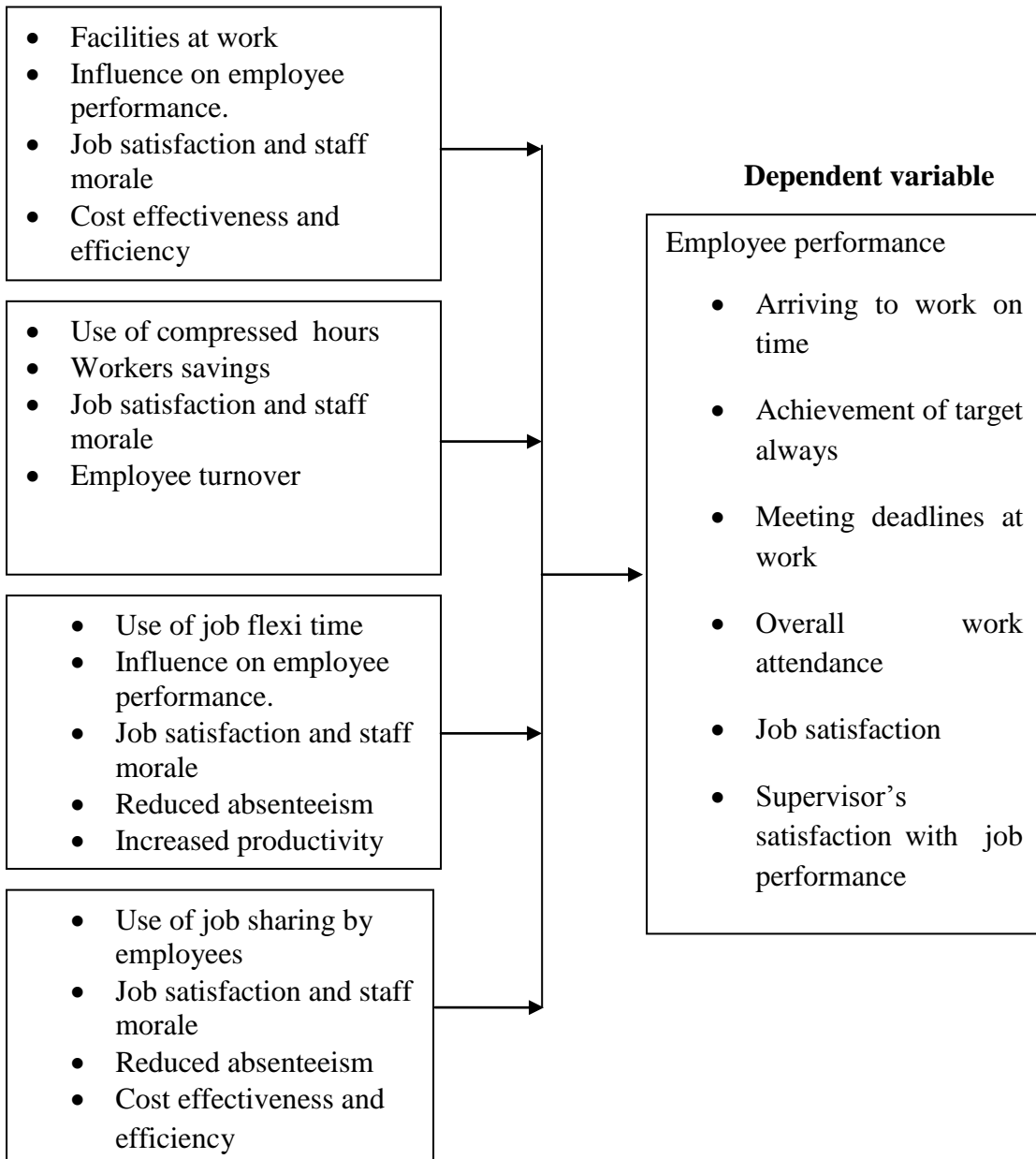


Figure 2. 1: The Relationship between Flexible Work practices and Employees Performance (Source – Researcher)

The conceptual framework ascertained how telecommuting, compressed hours, job sharing and flexi time enhanced employee performance.

2.10 Summary

The literature suggests that both the organizations and employees benefit from flexible work practices. Organizations obtain two types of benefits from flexible working. Firstly: there is employee commitment and increased production and Secondly: the organization is able to attract and retain its employees. However, studies by Benach, Amable, Muntaner and Benavides (2002) have shown contrasting results with employees being more stressful. Other studies have established no clear results (Sverke, Gallagher, & Hellgren, 2000).

According to literature reviewed there are more advantages than disadvantages attributed to flexi-work, although different scholars have conflicting views on influence of flexible work practices on employee productivity, some believe flexible working practices have no impact on productivity while others hold different views.

However, these studies were carried out in different environments. There are various forms of flexible arrangements ranging from part time, shifts, annualized hours, flex time and many more. The organizations and their workers are very different and the HRM should analyze each form of flexible schedule cautiously. The study sought to investigate on this gap.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter contains methodologies of the study which include:- Research Design, Target Population, Data Collection and Data Analysis.

3.2 Research Design

This study adopted a descriptive survey design. Ogula (2005) states that a research design is an approach which seeks to give answers to research questions. This design enables observation and analyzing the behaviour of a subject and tabulating and describing of data (Orodho, 2004). The survey research design was used because it enhanced the gathering of information about the employees' views and attitudes on the study topic and also enabling to get views from a good representation of the population.

This design was suitable as it established the views of the respondents about their experiences, perceptions, attitude, behavior and values. It has also been described as one of the best methods available to the social scientists interested in collecting original data for purposes of describing a large population (Kothari, 2004).

3.3 Target population

According to Ogula (2005) describes population as groups of individuals with general uniqueness. The target population comprised fifty (50) employees in the Ministry of Interior and Coordination of National Government, in Embu County as shown in Table 3.1.

Table 3. 1: Target population

Source: Staff returns 2014 at Regional Coordinator’s Office, Embu.

Departments	Population
Accounts	6
Procurement	2
Secretarial	6
Human resource	3
Registry	9
Telephone exchange	4
Customer care	2
Office assistants	9
Transport	9
Total	50

3.4 Sampling Technique

The study adopted census which is absolute enumeration of all the items in a given population. The entire population was quite small and the study included the entire respondents. In this type of study data is gathered on every member of the population. Mugenda and Mugenda (2003) recommends census for a small population.

3.5 Data collection

3.5.1 Research Instruments

Questionnaires were used to collect data. Questionnaires are highly effective method of data collection, in that they require less time to administer and the respondents could easily fill and understand the questions. The questions were organized using a 4-four-point likert-type response scale, anchored at 4 - ‘very large extent’ 3 – ‘large extent’, 2 – ‘small extent’ and 1 - ‘very small extent.’

3.5.2 Reliability and Validity

According to Joppe (2000) when the results of a study are steady and precise and can be reproduced in a similar study, then the study results are considered to be dependable. This study adopted test-retest method. This method enables the study to administer the test twice to similar group of individuals in order to measure reliability. The testing was done to ascertain the appropriateness of the questionnaires. This was done by administering the research instruments to 5 respondents who were not part of the main study. They were then analysed to ascertain if the methods of analysis selected were appropriate (Mugenda & Mugenda, 2003). The instruments were found to be reliable.

Validity is concerned with the meaningfulness of the research components (Drost, 2011). This is the extent to which a research instrument measures what it is designed to measure (Ng'ang'a, Kosgei & Gathuthi, 2008). To achieve content validity the researcher sought assistance from experts (supervisors) on various sections in the questionnaire as instruments for data collection.

3.6 Data Analysis Methods and Procedure

According Marczyk, DeMatteo and Festinger (2005) data analysis is the process of ordering, structuring and giving meaning to the collected data. The collected data was scored and coded for computer entry. Scoring is combining scores for each of the rating questions whereas coding is conversion of data into numerical codes. Statistical Package for Social Sciences (SPSS) was used to facilitate data analysis through use of descriptive and inferential statistics. Frequencies and percentages were generated from the data.

Multiple linear regression analysis was carried out using SPSS to determine the relationship among the variables. Analysis of variance was generated to test the appropriateness of the multiple regression models as a whole using F-test. To determine the degree of correlation between variables coefficient (r) was used. R^2 was also used to establish coefficient of determination. R^2 is useful because it gives the proportion of the variance (fluctuation) of one variable that is predictable from the other variable.

The main statistical model that was used for this study is the multiple linear regression model as illustrated below:-

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \varepsilon$$

Where Y= Employee Performance;

b_0 = Constant

b_1, b_2, b_3 = Coefficients of independent the variables X_i ; (i=1..4)

X_i = Independent Variables: (X_1 = Telecommuting; X_2 = Compressed Hours; X_3 = Job Sharing, X_4 = Flexi Time)

ε = error term which is assumed to be normal in distribution with mean zero and variance σ^2 .

3.7 Ethical consideration

Ethics has become a cornerstone for conducting effective and meaningful research. As such, the ethical behavior of individual researchers was under unprecedented scrutiny (Best & Kahn, 2006). The study ensured that respondents were safeguarded against loss of privacy by maintaining confidentiality and due explanations given to the respondents before commencement of the study.

CHAPTER FOUR

FINDINGS, INTERPRETATION AND DISCUSSION

4.0 Introduction

This chapter presents the findings of the study based on the data collection instrument and provides discussion of the results obtained.

4.1 Demographics Characteristics

Demographics characteristics included: gender, age, length of service and education level for the respondents.

4.1.1 Respondents Gender

The results about gender are indicated in the figure 4.1.

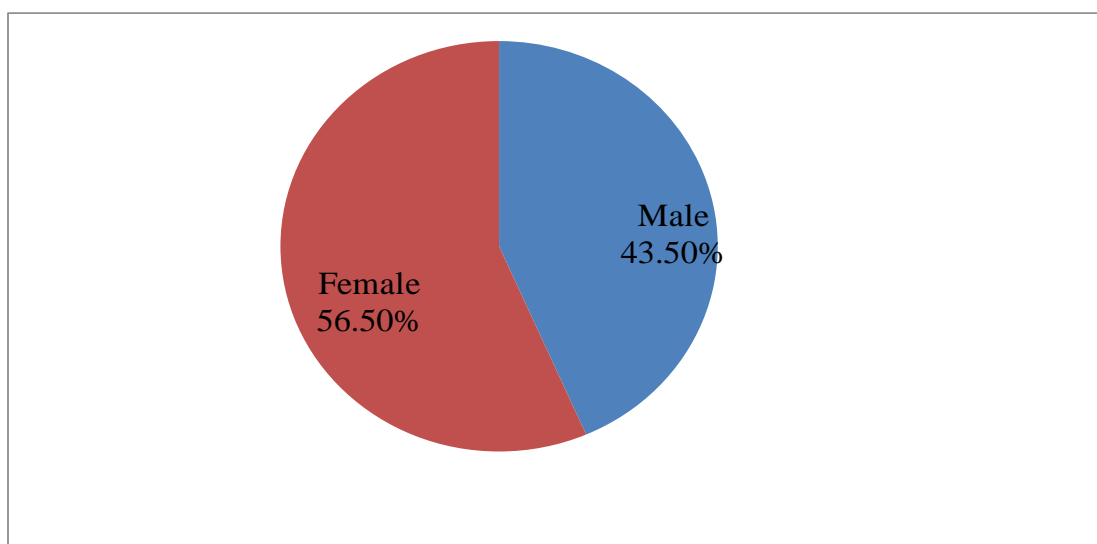


Figure 4. 1: Respondents Gender

The study established that respondents were largely composed of female at 56.5%. Male were at 43.5%. From the findings flexible practices would be quite relevant for

the female officers who would probably require flexibility in work scheduling to attend to family responsibilities for instance babysitting. The findings concurs with Rocerto, Gupta, and Mosca, (2011) that employees with young families stands to benefit by flexible practices especially those with young children who need to be taken to or from school.

4.1.2 Respondents Age

The study sought to establish the respondents' age. The results are indicated in the figure 4.2.

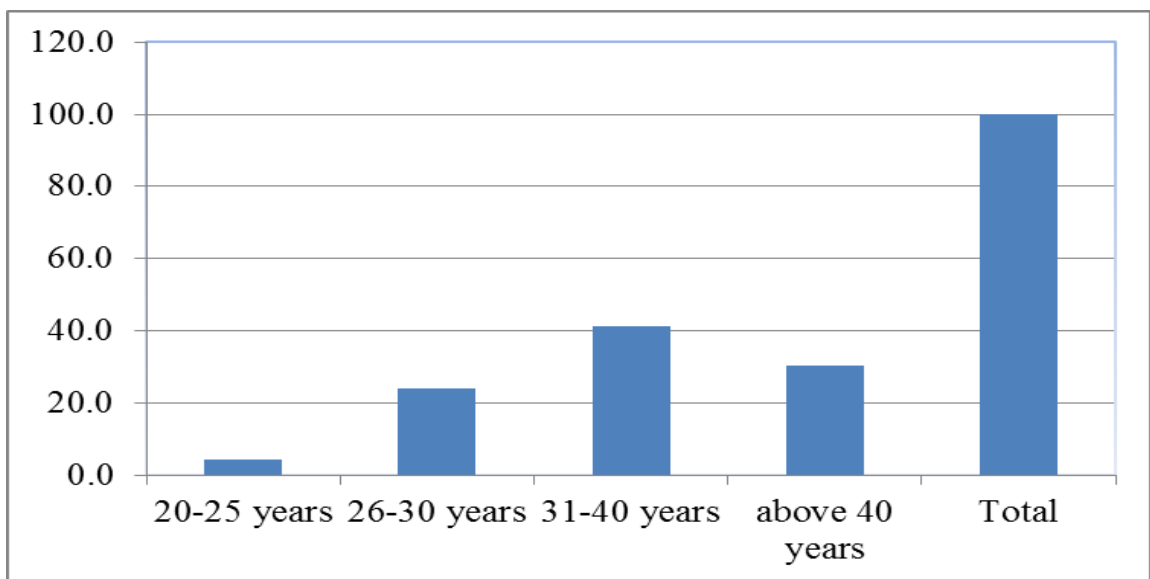


Figure 4. 2: Respondents Age

The results indicated that majority respondents was aged between 31- 40 years which stood at 41.3%. The findings indicated that the workers in this age bracket are young. This implies that the majority of Institution workforce is comprised of young employees who would probably prefer work practices to attend and nurture their young families. These results are supported by a study conducted by Kelly (2006)

which established that if employees in organizations are allowed flexibility they provide care giving to their families.

4.1.3 Length of Service in the Institution (Years)

The results of length of service in the institution are indicated in the figure 4.3.

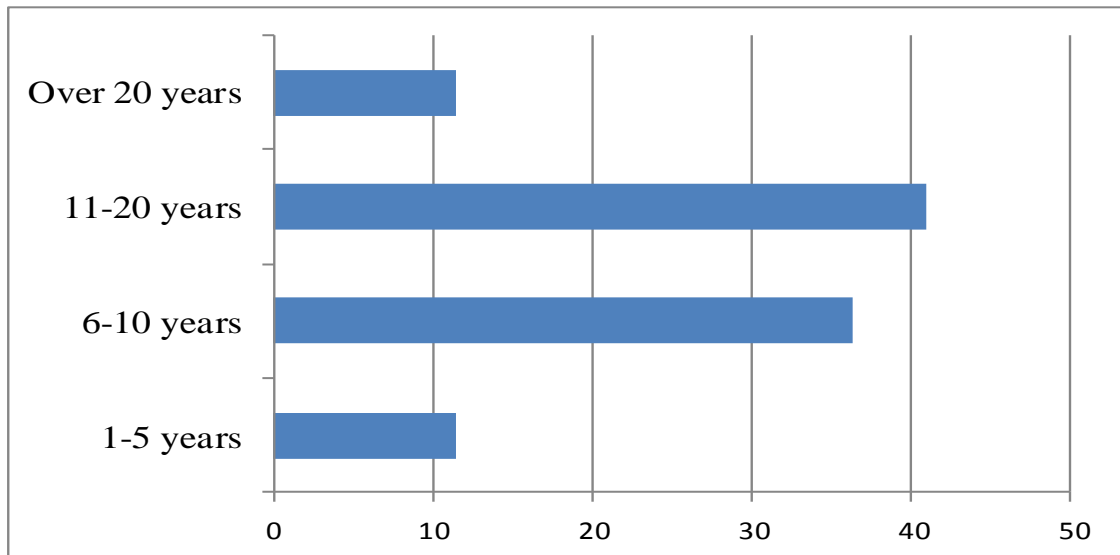


Figure 4. 3: Length of Service in the institution (Years)

A large number of the staff members had served between 11-20 years, recording the highest score at 40.9%. Staff who had served between 1-5 years were the least. Therefore majority of employees had long work experience in the Ministry. The implication is that there is higher staff retention. This is supported by Haar and Spell (2004) who found out that organizations using flexible practices have higher employee retention.

4.1.4 Respondents Highest Level of Education

Highest level of Education is outlined in table 4.1.

Table 4. 1: Respondents' Highest Level of Education

	Frequency	Percentage	Cumulative Percentage
Certificate	22	46.8	47.8
Diploma	14	29.8	78.3
Higher Diploma	10	21.3	100.0
Total	46	97.9	
NR	1	2.1	
Total	47	100.0	

Respondents with certificates were 47.8%, median class is at certificate level while 30.4% had diplomas, and 21.7% had higher diplomas. It was therefore noted that the institution relied more on certificate holders for service delivery and flexible practices would enable them to upgrade themselves. Rocerto, Gupta and Mosca (2011) states that employees with access to flexible practices could be able to attend to evening or part time classes. The organization gains because of reduced labour turnover (Halpern, 2005).

4.2 Existence of Flexible Work Practices Policy

The study further sought to determine whether Flexible Work Practices Policy existed in the institution as indicated in Table 4.2.

Table 4. 2: Whether the Workplace has Flexible Work Practices Policy

	Frequency	Percentage
Yes	47	100.00
No		

The study established that there was a policy in the institution with (100%) of the respondents attesting this fact.

4.2.1 Whether Telecommuting affects Employee Performance

Telecommuting effects on employee performance in the organization is as shown in Table 4.3.

Table 4. 3: Whether Telecommuting affects Employee Performance

	Frequency	Percentage
No	47	100.0

The study found out that telecommuting did not influence employee performance. The entire respondents gave a negative response (checked no). This implies that employees did not prefer this type of flexible work practice. These findings are supported by studies conducted by Bernardo and Ben-Akiva (1996) and Mokhtarian (1998) who established that telecommuting had no effects on employees performance.

4.2.2 Telecommuting Facilities

The study established the extent to which organizational facilities at work were adequate for telecommuting, for instance, computers. The results are indicated by table 4.4.

Table 4. 4: Extent to which Facilities at Work are Adequate for Telecommuting

	Frequency	Percentage
Very Small Extent	21	44.7
Small Extent	25	53.2
Large Extent	1	2.1
Total	47	100.0

The study established that a big number of the respondents indicated that such facilities were only adequate to a ‘small extent’ 53.2%, however an equally bigger proportion of the respondents indicated that such facilities were only adequate to a ‘very small percentage. The study noted, therefore, insufficient facilities would deter

employees from using telecommuting. The findings concur with the study carried out by Wahab (2007) which found out that the employers needs to provide employees with the required office equipment, for instance, computers and fax machines to mention a few to make it easy for them to telecommute.

4.2.3 Telecommuting Improvement on Job Satisfaction and Staff Morale

On the extent to which telecommuting improved job satisfaction and staff morale, the results are indicated by the figure 4.4.

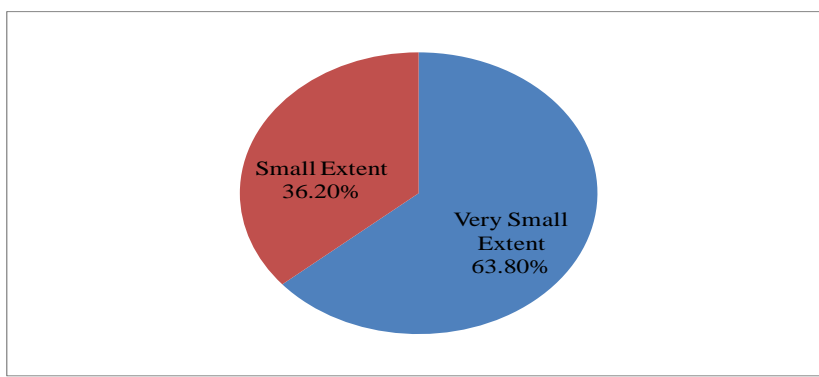


Figure 4. 4: Extent of Job Satisfaction and Staff Morale

The study revealed that it did to a ‘very small extent’ 63.8% improve on job satisfaction, while 36.2% indicated that it did to a ‘small extent’. This signifies that employees’ morale and job satisfaction had not been influenced by telecommuting. Studies conducted by Khaifa and Davidson (2000) supports the findings of this study that job satisfaction and career development might be negatively affected with telecommuting.

4.2.4 Telecommuting Savings on Costs

On whether telecommuting had yielded to any savings on effectiveness and efficiency, the study found out that it had only done so to a ‘very small extent’.

However, 26.7% indicated that it had done so to a ‘small extent ‘as indicated by table 4.9. The findings implies that telecommuting had no effect on cost reduction. This is also confirmed by some scholars Davenport and Pearlson (1998) who have warned that workers’ expenditure goes high as a result of running office operations at home.

Table 4. 5: Extent to which Cost Effectiveness and Efficiency have been Achieved

	Frequency	Percentage	Cumulative Percentage
Very Small Extent	33	70.2	73.3
Small Extent	12	25.5	100.0
Total	45	95.7	
NR	2	4.3	
Total	47	100.0	

4.2.5 Relationship between Performance Measures and Telecommuting

On the relationship between the outcome variable performance measures and the explanatory variable telecommuting. The two variables were regressed to generate a model summary, ANOVA and coefficients shown in Table 4.6 a, 4.6b and 4.6c.

Table 4. 6.a: Relationship between Performance Measures and Telecommuting

Model	R	R Square	Adjusted Square	R Standard Error of the Estimate
1	.248	.062	.041	.23679

a. Predictors: (Constant), Telecommuting

From the regression results above, the R value was 0.248 indicating that there was a relatively weak positive correlation between performance measures and telecommuting.

The adjusted R squared (R^2) value of 0.041 showed that 4.1 percent of the variation in performance measures was explained by telecommuting by the linear regression

model. The findings indicated that when telecommuting was regressed against performance measures, it had an insignificant contribution. This is an indication that telecommuting had not influenced performance. These findings are supported by works of other research that telecommuting had no influence on performance as a result of managers unable to control and monitor employees (Kurland & Egan, 1999, Olson, 1982 & Hamblin, 1995).

Table 4. 6.b: Analysis of Variance of the Performance Measures and Telecommuting

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.166	1	.166	2.955	.092
	Residual	2.523	45	.056		
	Total	2.689	46			

a. Dependent Variable: Performance measures
b. Predictors: (Constant), Telecommuting

The linear regression model was statistically insignificant with $F(1,46) = 2.955$, $p > 0.05$. The F Value or F ratio is the test statistic used to decide whether the linear regression model as a whole has statistically significant predictive capability. Thus the study found that the model had no significant predictive capability. This implies that it had no influence on employee performance.

Table 4. 6.c: Coefficients of Telecommuting on performance measures

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	2.658	.241		11.021	.000
	Telecommuting	.264	.153	.248	1.719	.092

a. Dependent Variable: Performance measures

The t-test for the regression coefficient of the independent variable telecommuting was statistically insignificant $B = 0.264$, $t(47) = 1.719$, $p > 0.05$ level. Hence

telecommuting had an insignificant predictive capability or contribution towards performance measures.

This study implies telecommuting influence employee performance in a very small percentage. Other studies have established that Managers have been uninformed about telecommuting (Bernardino, 1996), or they remain skeptical because of lack control (Tomaskovic-Devey & Risman, 1993).

4.3 Whether Compressed Work Hours affects Employee Performance

The study sought to ascertain whether compressed work hours affects employee performance in the Ministry.

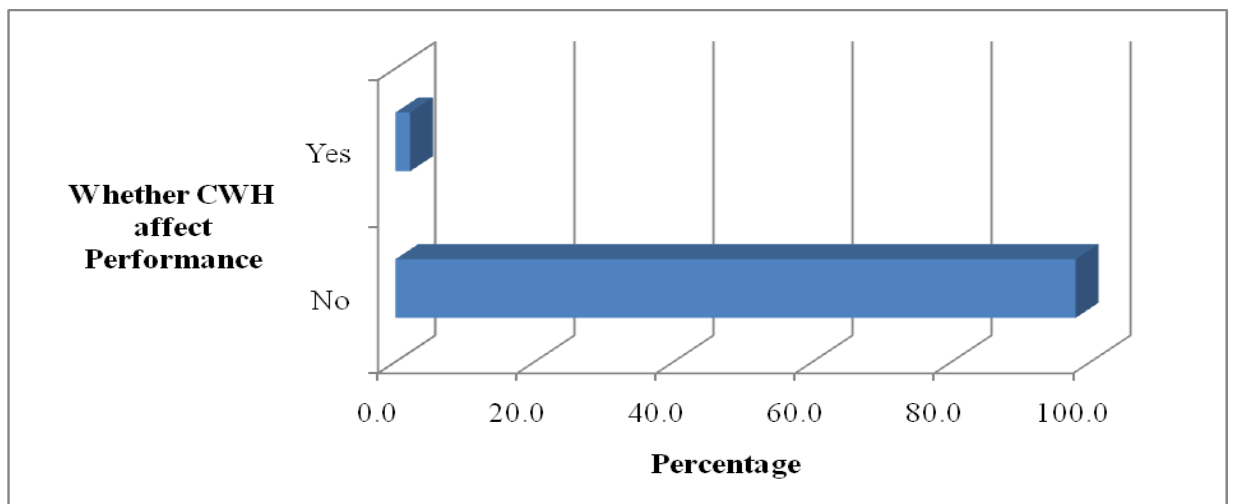


Figure 4. 5: Effects of Compressed Work Hours on Employee Performance

The study found out that CWH had no affect on employee performance 97.9%. However a small proportion of the respondents 2.1% indicated that CWH affects employee performance. From the foregoing, therefore, it is clear that CWH had not affected employees' performance. The findings concur with a study conducted by Woodward (2000) that compressed work hours had no influence on performance.

4.3.1 Use of Compressed Hours by Employees

The study revealed that the employees to a ‘very small extent’ 57.4% used compressed work hours, though 40.4% did use it to a ‘small extent’ as shown by the figure 4.6. The findings suggests that compressed hours practices are not preferred by employees in the Institution. This is also supported by Stavrou and Kilaniotis (2010) who stated that the success of compressed work arrangement depends on organizational set up and culture.

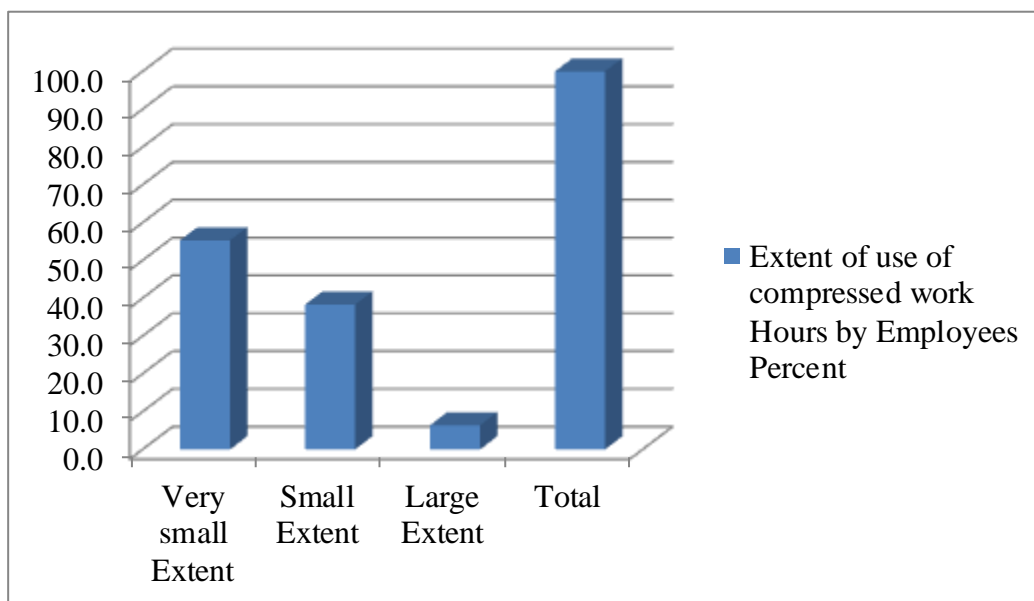


Figure 4. 6: Extent of Use of Compressed Work Hours by Employees

4.3.2 Compressed Hours on Workers’ Savings

On whether compressed work hours translated to worker savings, the study established that this had only been achieved to a ‘very small extent’ and ‘small extent’ both at the same level of 48.9% as shown by figure 4.7. The implication is that compressed hours had no effect on workers’ savings. In a study carried out by Bird (2010) four-day work week had been in effect from 2008-2009. The costs reduced as

a result of the initiative. However, the study was carried in a different environment different from the current study.

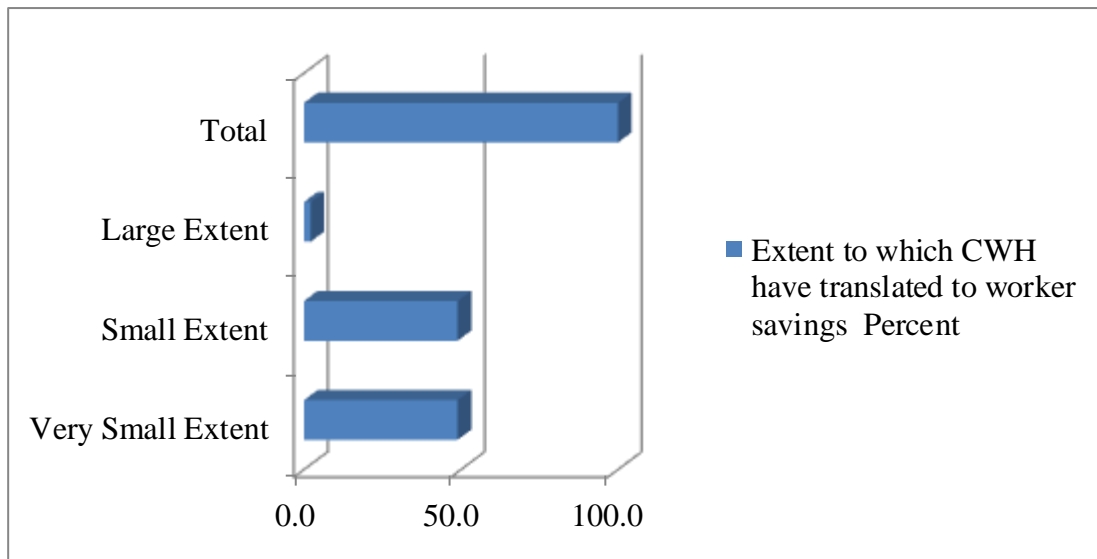


Figure 4. 7: Whether Compressed Work Hours Translated to Worker Savings

4.3.3 Compressed Work Hours Influence on Job Satisfaction and Staff Morale

On the extent to which compressed work hours had led to job satisfaction and enhanced staff morale it was established that it had equally done so to a ‘very small extent’ and ‘small extent’ equally 48.9% as indicated by the table 4.13. This also implies that employees’ job satisfaction and staff morale was not influenced by compressed hours practices. The findings are supported by Bird (2010) who established that staff morale was affected thus leading to job dissatisfactions, but a study by Allen (2001) had different views that compressed work hours had led to job satisfaction. Cunningham (1989) had found similar results that workers freedom to spend more time on their families and also move away from the traditional work schedule.

Table 4. 7: Extent CWH has led to Job Satisfaction and Enhanced Staff Morale

		Frequency	Percentage	Cumulative Percentage
Very Small Extent	23	48.9	48.9	
Small Extent	23	48.9	97.9	
Large Extent	1	2.1	100.0	
Total	47	100.0		

4.3.4 Compressed Work Hours Influence on Employee Turnover

Similarly compressed work hours had only reduced employee turnover to a ‘very small extent’ with 76.1% of respondent attesting to this fact and therefore compressed hours had no positive impact on employee turnover. This is true according to Facer and Wadsworth (2008) who pointed out that previous research showed that the compressed work hours in some instances is not related to labour turnover. However, Allen (2001) established that compressed works hours had led to lower employee turnover.

Table 4. 8: Extent to which reduced Turnover has been achieved

	Frequency	Percentage	Cumulative Percentage
Very Small Extent	35	74.5	76.1
Small Extent	11	23.4	100.0
Total	46	97.9	
NR	1	2.1	
Total	47	100.0	

The study further sought to establish the relationship between performance measures and compressed hours. The two variables were regressed to generate a model summary, ANOVA and coefficients shown in Table 4.9.a, 4.9.b and 4.9.c below.

Table 4. 9a: Relationship between Performance Measures and Compressed Hours

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.033	.001	.021	.24430

a. Predictors: (Constant), Compressed hours

From the regression results above, the R value was 0.033 indicating that there was very weak positive correlation between performance measures and compressed hours. The adjusted R squared (R^2) value of 0.021 showed that 2.1 percent of the variation in performance measures was explained by compressed hours. The findings indicated that when compressed hours was regressed against performance measures, it had an insignificant contribution towards performance measures.

Table 4. 9 b: Analysis of Variance of the Performance Measures and Compressed Hours

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.003	1	.003	.050	.823
	Residual	2.686	45	.060		
	Total	2.689	46			

a. Dependent Variable: Performance measures
 b. Predictors: (Constant), Compressed Hours

The linear regression model was statistically insignificant with $F(1,47) = 0.05$, $p > 0.05$. The F Value or F ratio is the test statistic used to decide whether the linear regression model as a whole has statistically significant predictive capability. Thus the study found that the model did not have significant predictive capability. This implies that compressed hours had no influence on performance.

Table 4. 10.c: Coefficients of Compressed Hours on Performance Measures

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	3.032	.169		17.916	.000
	Compressed Hours	.034	.151	.033	.225	.823

a. Dependent Variable: Performance measures

The t-test for the regression coefficient of the independent variable compressed hours was statistically insignificant $B = 0.034$, $t(47) = 0.225$, $p > 0.05$. Hence compressed hours did not have a statistically significant contribution towards performance measures.

From the findings compressed work week had not influenced employees' performance. However, a study by Travis (2010) found that compressed work week had influenced performance although the research was carried out in manufacturing industries.

4.4 Job Sharing Influence on Employee Performance

The study also established that (on a class of '1-4' where '1' stands for 'very small extent' and '4' stands for 'very large extent') job sharing influenced employee performance to a 'large extent' 52% and 'very large extent' 36% respectively as shown by figure 4.10. This implies that Job sharing had influenced employees' performance. The findings of the study are supported by the study of Hirschman (2008) which stated that when employees are allowed to engage in job sharing, they become more committed and their job morale improves.

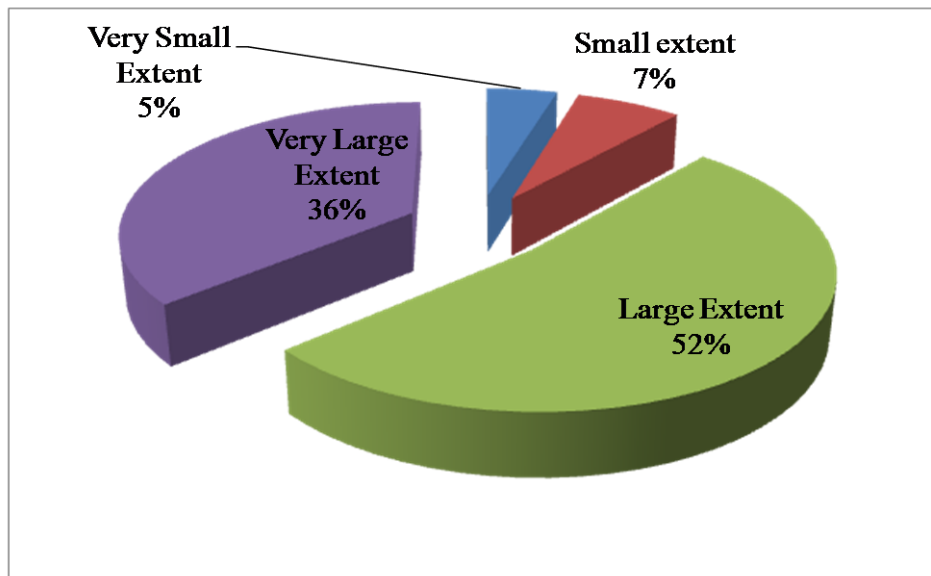


Figure 4. 8: Job Sharing Influenced Employee Performance

4.4.1 Job Sharing and its use by Employees

The study sought to establish extent to which job sharing is used by employees in the institution and established that job sharing was being used to a ‘large extent’ as attested by the majority of the respondents 57.4%, this can further be affirmed by the fact that another 34% of the respondents indicated that job sharing was being done to a ‘large extent’. This implies that job sharing was being practiced by employees in the institution. The findings this study are similar to the studies by Collins and Krause (1984) who found that job sharing has been in use by quite a number of employees in various organizations

Table 4. 10: Extent to which Job sharing is used by Employees

	Frequency	Percentage	Cumulative Percentage
Very Small Extent	3	6.4	6.4
Small Extent	1	2.1	8.5
Large Extent	27	57.4	66.0
Very Large Extent	16	34.0	100.0
Total	47	100.0	

4.4.2 Job Sharing and Job Satisfaction and Staff Morale

On the extent to which job satisfaction and staff morale had been achieved through job sharing, the respondents indicated that this had been achieved to a ‘very large extent’ 51.1% with a proportion of 38.3% indicating that it improved employee morale to a ‘large extent’. This is an indication that Job sharing influences employee performance positively. The findings are supported by a study done by Pesek and McGee (1989) which established that workers allowed job sharing are motivated and committed.

Table 4.11: Extent to which Job Satisfaction and Staff Morale have been achieved

		Frequency	Percentage
Very Small extent	Small	2	4.3
Small extent		3	6.4
Large Extent		18	38.3
Very Large extent	Large	24	51.1
Total		47	100.0

4.4.3 Job Sharing and its Reduction on Absenteeism

The study further sought to find out the extent to which job sharing had reduced absenteeism and established that job sharing had indeed reduced employee absenteeism to a ‘large extent’ and ‘very large extent’ respectively. This is an indication that job sharing has an influence on employees’ absenteeism. The findings are similar to those posted by a research carried out by Dalton and Mesch (1990) found that employees working under a job sharing scheduling system attributed its

success as a result of reduced absenteeism enabling employees to give care to their families.

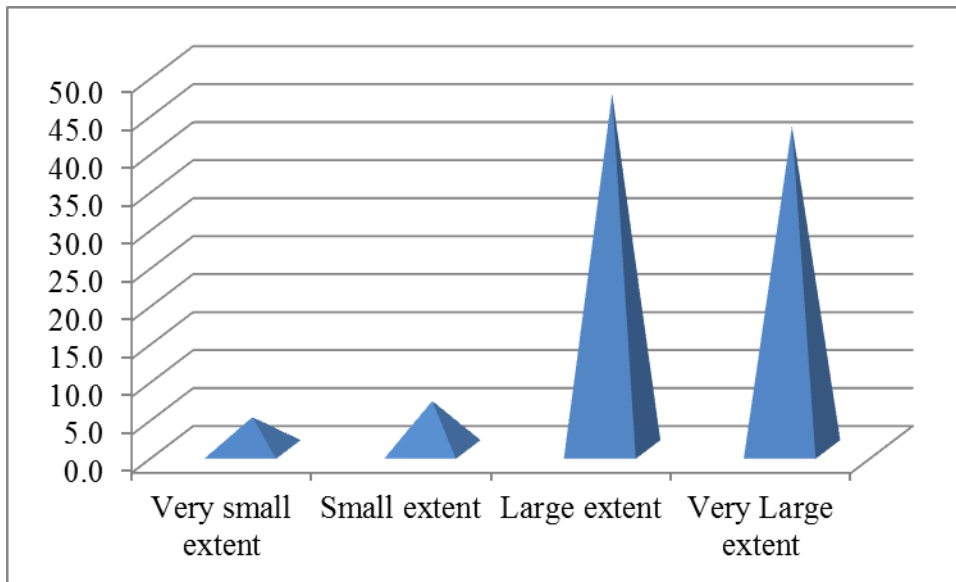


Figure 4. 9: Extent to which Job Sharing had Reduced Absenteeism

4.4.4 Job Sharing and its Influence on Aspects of Performance

The study sought to determine the extent to which job sharing had led to influence on aspects of performance.

Table 4.12: Extent to which Job Sharing had led to Influence on Aspects of Performance

	Frequency	Percentage	Cumulative Percentage
Very small extent	2	4.3	4.3
Small extent	4	8.5	12.8
Large extent	23	48.9	61.7
Very large extent	18	38.3	100.0
Total	47	100.0	

The study found out that job sharing had to a ‘large extent’ 48.9% and ‘very large extent’ 38.3% respectively led to cost effectiveness and efficiency. From the findings the study noted job sharing is preferred by the employees. This is also true according to a study done by Miller (2007) which found out that retention of workers through job sharing benefits the employers as well because it eliminates the need and cost of finding a replacement, which some studies estimate can cost 1.5 times salary.

The study established the relationship between performance measures and Job Sharing. The two variables were regressed to generate a model summary, ANOVA and coefficients shown in Table 4.13.a, 4.13.b and 4.13.c below.

Table 4. 13.a: Relationship between Performance Measures and Job Sharing

Model	R	R Square	Adjusted Square	R Standard Error of the Estimate
1	.610	.372	.358	.19377

a. Predictors: (Constant), Job Sharing

From the regression results above, the R value was 0.610 indicating that there was a strong positive correlation between performance measures and Job Sharing.

The adjusted R squared (R^2) value of 0.358 showed that 35.8 percent of the variation in performance measures was explained by Job Sharing. The findings indicated that when Job Sharing was regressed against performance measures, it had a significant contribution towards performance measures.

Table 4.13.b: Analysis of Variance of the Performance Measures and Job Sharing

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.999	1	.999	26.613	.000
	Residual	1.690	45	.038		
	Total	2.689	46			

a. Dependent Variable: Performance measures

b. Predictors: (Constant), Job Sharing

The linear regression model was statistically significant with $F(1,47) = 26.613$, $p < 0.05$. The F Value or F ratio is the test statistic used to decide whether the linear regression model as a whole has statistically significant predictive capability. Thus the study found that the model did have significant predictive capability.

Table 4. 3.c: Coefficients of Job Sharing on Performance Measures

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	2.299	.152		15.149	.000
	Job Sharing	.298	.058	.610	5.159	.000

a. Dependent Variable: Performance measures

The t-test for the regression coefficient of the independent variable Job Sharing was statistically significant $\beta = 0.298$, $t(47) = 5.159$, $p < 0.05$. Hence job sharing did have a statistically significant contribution towards performance measures. The findings are supported by the study by Pesek and McGee (1989) which found out that employees in job sharing bring about more creativity and performance improvement.

4.5 Flex Time and its Effects on Employee Performance

The study further sought to establish whether flexi time affected employee performance, it was found out that indeed flexi time affected employee performance

to a ‘very large extent’ 95.7%. This is a clear indication flexi-time had impacted positively on employees’ performance. The findings seems to agree with a study carried out in a certain company in which Shepard et al. (1996) states that organizations using flexi-time seems to improve on workers’ performance.

Table 4. 14: Whether Flexi Time affects Employee Performance

	Frequency	Percentage	Cumulative Percentage
No	2	4.3	4.3
Yes	45	95.7	100.0
Total	47	100.0	

4.5.1 Flexi Time Usage by Employees

The study similarly sought to establish the extent to which employees used flexi time and established that indeed flexi time was used to a ‘large extent’ 63.8% as shown by the figure 4.10. The implication is that this type of flexible practices is commonly applicable to majority of employees in the Institution. This concurs with findings of Kelly and Kalev (2006) that workers using flex time have freedom to choose when they report to and leave work stations.

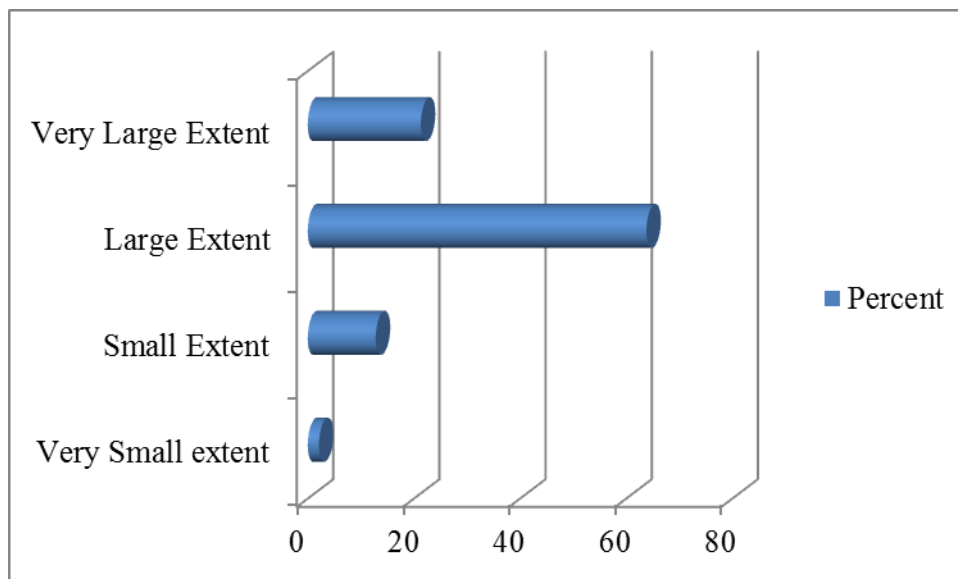


Figure 4. 10: Extent to which Flexi time is used by Employees

4.5.2 Flex-Time and its Influence on Job Satisfaction and Staff Morale

The study similarly sought to determine the extent to which flexi time had led to job satisfaction and staff morale and established that indeed flexi time had led to job satisfaction and staff morale to a ‘large’ and ‘very large extent’ both at the same level of 46.8% as shown by the table 4.15. This is an indication Flex-time has an influence on employees’ job satisfaction. These findings are supported by Kirkley (1996) who found out that greater autonomy and discretion led to favorable outcomes such as high job satisfaction, high productivity, and high internal motivation.

Table 4. 15: Extent to which Flexi Time has led to Job Satisfaction and Staff Morale

	Frequency	Percentage	Cumulative Percentage
Small extent	3	6.4	6.4
Large Extent	22	46.8	53.2
Very Large Extent	22	46.8	100.0
Total	47	100.0	

4.5.3 Flexi Time and its Reduction on Absenteeism

The study similarly sought to establish the extent to which flexi-time has led to reduced absenteeism and established that indeed flexi time had reduced absenteeism to a ‘large extent’ 46.8% and to a ‘very large extent’ 44.7% as indicated by the table 4.16.

Table 4.16: Extent to which Flexi-time has led to reduced Absenteeism

	Frequency	Percentage	Cumulative Percentage
Small Extent	4	8.5	8.5
Large Extent	22	46.8	55.3
Very Large Extent	21	44.7	100.0
Total	47	100.0	

It is therefore apparent that flexi time had generally led to reduced absenteeism in the institution hence performance improvement. According to Casey and Grzywacz (2008) evidence suggests that one of the benefits of flexible work scheduling in the form of flexi-time is decreased absenteeism.

The study pursued to establish the relationship between performance measures and flexi time. The two variables were regressed to generate a model summary, ANOVA and coefficients shown in Table 4.17. a, b and c below.

Table 4. 17.a: Relationship between Performance Measures and Flexi-time

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.456	.208	.190	.21758

From the regression results above, the R value was 0.456 indicating that there was a moderate positive correlation between performance measures and flexi time.

The adjusted R squared (R^2) value of 0.19 showed that 19 percent of the variation in performance measures was explained by Flex Time.

Table 4. 17.b: Analysis of Variance of the Performance Measures and Flexi-Time.

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.558	1	.558	11.795	.001
	Residual	2.130	45	.047		
	Total	2.689	46			

a. Dependent Variable: Performance measures
b. Predictors: (Constant), Flexi Time

The linear regression model was statistically significant with $F(1,47) = 11.795$, $p < 0.05$. The F Value or F ratio is the test statistic used to decide whether the linear regression model as a whole has statistically significant predictive capability.

Table 4. 17.c: Coefficients of Flexi-Time on Performance Measures

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.028	.305		6.652	.000
	Flexi Time	.378	.110	.456	3.434	.001

a. Dependent Variable: Performance measures

The t-test for the regression coefficient of the independent variable Flexi-time was statistically significant $\beta = 0.456$, $t(47) = 3.434$, $p < 0.05$. Hence flexi time did have a statistically significant contribution towards performance measures. This is also supported by Eldridge and Nisar (2011) who found out that employers allowing flexible practices will have workers who are loyal and committed to the organization.

4.6 Relationship between Telecommuting, Compressed Hours, Job Sharing, Flexi Time and Performance Measures

A multiple regression model was used to determine the relationship between Flexi-time, compressed hours, telecommuting, job sharing and performance measures. This provided the model summary, ANOVA and the regression coefficients. The correlation and the R-square (coefficient of determination) realized by the four variables whose outcome is presented in Tables 4.17d. 4.17e and 4.17f.

Table 4.17.d: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.710 ^a	.505	.457	.17809

a. Predictors: (Constant), Flexi Time, Compressed Hours, Telecommuting, Job Sharing

Adjusted R-squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variables. R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in Table 4.17d, there was a strong positive relationship between the study variables as shown by 0.71.

Performance measures was regressed against Flexi Time, Compressed Hours, Telecommuting and Job Sharing.

From the findings in Table 4.17d the value of adjusted R squared was 0.457, an indication that there was variation of 45.7% on Performance measures due to changes in Flexi Time, Compressed Hours, Telecommuting and Job Sharing.

Table 4. 17.e: ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.357	4	.339	10.693	.000b
	Residual	1.332	42	.032		
	Total	2.689	46			

a. Dependent Variable: Performance measures

b. Predictors: (Constant), Flexi Time, Compressed Hours, Telecommuting, Job Sharing

Further analysis led to the creation of the model's ANOVA outcomes presented in Table 4.17e. The value of p (sig.) in the regression ANOVA model shows the level of significance of the independent variables on the dependent variable. According to Table 4.17e, the p-value was less than 0.05 ($p=0.000$, $F=10.693$) indicating that the overall multiple linear regression model did have significant predictive capability, on performance measures when all the variables were regressed.

Table 4. 17.f: Coefficients^a

Model		Unstandardized		Standardized t	Sig.
		B	Std. Error		
1	(Constant)	1.382	.334	4.137	.000
	Telecommuting	.315	.117	.297	.010
	Compressed Hours	-.066	.112	-.065	.556
	Job Sharing	.246	.059	.503	.000
	Flexi Time	.230	.100	.278	.027

a. Dependent Variable: Performance measures

The information contained in Table 4.17f further shows the results of the final multiple regression model. According to the findings, the relationship between Telecommuting and Performance measures was observed to be statistically significant ($p=0.010$, $t=2.691$). The regression model indicates that the relationship between Performance measures and Telecommuting is positive with a coefficient of 0.315 and a constant of 1.382.

The relationship between Compressed Hours and Performance measures was observed to be statistically insignificant ($p=0.556$, $t=-0.594$). The regression model indicates that the relationship between Performance measures and Compressed Hours is negative with a coefficient of -0.066 and a constant of 1.382 .

The relationship between Job Sharing and Performance measures was observed to be statistically significant ($p=0.000$, $t=4.180$). The regression model indicates that the relationship between Performance measures and Job Sharing is positive with a coefficient of 0.246 and a constant of 1.382 .

The relationship between Flexi Time and Performance measures was observed to be statistically significant ($p=0.027$, $t=2.295$). The regression model indicates that the relationship between Performance measures and Flexi is positive with a coefficient of 0.230 and a constant of 1.382 .

The overall multiple regression model indicates that the relationship between performance measures and telecommuting, compressed hours, job sharing and flex-time with a constant of 1.382 is:

$$Y = 1.382 + 0.315X_1 - 0.066X_2 + 0.246X_3 + 0.230X_4$$

Where: Y is Performance measures, X_1 is Telecommuting, X_2 is Compressed hours, X_3 is Job Sharing and X_4 is Flexi-time.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter provides the research summary, conclusion and recommendations.

5.2 Summary of Findings

This study was based on influence of flexible work practices on employee performance. The flexible work practices covered by the study included:- telecommuting, compressed hours, job sharing and flex time. From the findings of the study it was established that telecommuting and compressed hours were not practiced by employees and had not influenced their performance. On the other hand job sharing and flexi time were commonly in use by majority of employees and influenced employee performance.

Studies by Butler and Skattebo (2004) have indicated that there should always be an opportunity to revert back if the type of flexible option is not appropriate. Zodgekar and Fursman (2009) similarly stated that it important to regularly monitor the progress in order to update with the changing environment.

5.2.1 Telecommuting Influence on Employee Performance

The first objective was to establish the extent to which telecommuting influenced employee performance in Public Sector. The study established that telecommuting influenced employees performance in a very small percentage. The study further revealed that employees used telecommuting to a 'very small extent' 55.3%, and that facilities for telecommuting were only adequate to a 'small extent' 53.2%. The study further noted that telecommuting had increased productivity to a 'very small extent'

53.2% and it had not led to any savings on costs. The results of linear regression indicated an insignificant relationship between telecommuting and employee performance with $R = 0.248$ and $p > 0.05$. Therefore telecommuting influenced employees performance in a very insignificant way. The findings concurs with those of Bernardo and Ben-Akiva (1996) and Mokhtarian (1998) which established no effect on those employees telecommuting.

5.2.2 Compressed Hours Influence on Employee Performance

Compressed work hours had not influenced employee performance and neither had it translated to workers' savings nor led to job satisfaction and enhanced staff morale. The study also revealed that compressed work hours had led to increased productivity to a 'very small extent' 66% and it had only reduced employee turnover to a 'very small extent' with 76.1% of respondent attesting to this. The linear regression model was statistically insignificant with $R = 0.033$ and $p > 0.05$. This implies that its effect was insignificant. In a research carried out in a manufacturing industry Travis (2010) found that compressed work week had influenced performance. However, Stavrou and Kilaniotis (2010) have stated that the success of compressed work arrangement seems to be controlled by various factors, such as the organizational culture and the type industry.

5.2.3 Job sharing influence on employee performance

The study similarly established that job sharing was being used by majority of employees 57.4%, and that it influenced employee performance to a 'large extent' 53.2%. Job satisfaction and staff morale had been achieved to a 'very large extent' 51.1% by majority of employees. The study further noted that job sharing had indeed reduced employee absenteeism to a 'large extent' and increased productivity to a

‘very large extent’ 51.1%). The linear regression model was statistically significant with $R=0.610$ and $p < 0.05$ indicating that there was a strong positive correlation between performance measures and Job Sharing. From the results employees practiced job sharing work arrangements in the institution and influenced performance. The findings are similar to Pesek and McGee (1989) who found out that employees in job sharing bring about more performance improvement.

5.2.4 Flexi time influence on employee performance

Similarly the study revealed that flexi time was being used by majority of employees 63.8%; influenced employee performance to ‘large extent’ 70.2% and job satisfaction to a ‘very large extent’. The study further noted that flexi-time had led to increased productivity and established that it had reduced absenteeism to a ‘large extent’ 44.8% and increased productivity to a ‘large extent’. The linear regression model was statistically significant with $R = 0.456$ and $p < 0.05$ which is a clear indication that flexitime influenced performance. These findings are supported by Eldridge and Nisar (2011) who found out that there was a strong correlation between flexitime and performance.

5.3 Conclusion

5.3.1 Telecommuting

Telecommuting was being used by a small percentage of employees and facilities were not adequate. Telecommuting influenced employee performance, job satisfaction and staff morale and increased productivity in the institution in a very small percentage. Therefore this study concluded that Telecommuting was not suitable to employees in this organization and other forms of flexi-time should be introduced.

For instance, shift or part time. The study therefore noted that flexible work arrangement actually had no positive significant.

5.3.2 Compressed Hours

Compressed work hours had insignificant effect on employee performance. Job satisfaction and staff morale was low. Production and employee turnover had no impact on performance as well. This is an implication that compressed hours had no influence on performance in the Institution. Junior workers prefer Compressed work hours than high level workers; while in careers for police and nurses compressed work hours is very popular. This explains why compressed hours are uncommon in this institution.

5.3.3 Job Sharing

The study noted that job sharing had influenced performance positively. Employees should be encouraged to use this form of flexible practice and managers to ensure there is always a suitable partner for job sharers.

5.3.4 Flexi Time

Flexi time had significant influence on performance. The Institutional management should allow employees to be on flexi time option. However arrangements should be made for some employees to be excluded from this arrangement for business continuity.

5.4 Recommendations

The study made the following recommendation:-

- i) The findings from the study indicated that majority of employees are in their mid years that is, 31-40 years. This is a clear indication that their families are young and telecommuting would be most appropriate for them. Therefore employees telecommuting should be facilitated to do so. Necessary infrastructures to make telecommuting possible to be provided.
- ii) Majority of employees did not prefer compressed work hours. The Institution to provide other forms of flexible practices since they are of various types which would be more suitable to their employees.
- iii) The study was an in-depth one. It was not exhaustive on all aspects of flexible work practices and further study is recommended on flexi work practices.

REFERENCES

- Al-Bakry, S. (2002). *Production and operations management entrance systems*. Alexandria: University House.
- Ashford, S., George, E., & Batt, R. (2008). Old assumptions: The opportunities and challenges of research on nonstandard employment. *Academy of Management Annals*, 1, 65-11, Retrived 14th June, 2014, from <http://webuser.bus.umich.edu/sja/pdf/OldAssumptions.pdf>
- Avery, C., & Zabel, D. (2001). *The flexible workplace: A sourcebook of information and research*. Westport: Connecticut.
- Baffour, G., & Betsey, C. (2000). *Human resources management and development in the telework environment*. Washington DC: Howard University Press.
- Bailey, D.E., & Kurland, N.B. (2002). A review of telework research. *Journal of Organization Behaviour*, 23(4), 383–400, Retrieved 2nd May, 2014, from http://www.csun.edu/~nkurland/PDFs/JOB%20Bailey_Kur%20tcg%202002.pdf
- Barua, A., Lee, S., & Whinston, B.A. (1995). Incentives and computing systems for team based organizations. *Organization Science*, 6, 487-504.
- Baum, C.L. (2006). The effects of government-mandated family leave on employer family leave policies. *Contemporary Economic Policy*, 24, 432-446, Retrieved 4th March, 2014, from <http://ftp.iza.org/dp8390.pdf>
- Beer, M.B., Spector, P. R., Lawrence, D., Quinn, M., & Walton, R.E. (1984). *Managing Human Assets*. New York: Free Press.
- Blyton, P. (1992). Flexible times recent developments in temporal flexibility. *Industrial Relations Journal*, 23(1), 26-36.
- Bond, T., Thompson, C., Galinsky, E., & Prottas, D. (2001). *Highlights of the national study for the changing workforce*. New York: Families and Work Institute.
- Borg, D., & Gall, F. (1989). *Case study research: Design and methods*. London: Sage Publications.
- Bryman, A., & Bell, E. (2003). *Business research methods*. New York: Oxford University Press.
- Butler, A.B., & Skattebo, A. (2004). The effect of family conflicts with work on job-performance ratings. *Journal of Occupational and Organizational Psychology*, 77(4), 553–564.

- Casper, W. J., & Harris, C. M. (2008). Work-life benefits and organizational attachment. *Journal of Vocational Behavior*, 72, 95-109, Retrieved 6th July, 2014, from <https://uta.influent.utsystem.edu/en/publications/work-life-benefits-and-organizational-attachment-self-interest-ut>
- Christensen, K. E., & Staines, G. L. (1990). Flextime, a viable solution to work/family conflict. *Journal of Family Issues*, 11(4), 455-476.
- Cohen, P. (2002). Cohabitation and the declining marriage premium of men. *Work and Occupations*, 29, 420-468.
- Costa, G. (2003). Factors influencing health of workers and tolerance to shift work. *Ergonomics Science*, 43, 263-288.
- Dalton, D. R., & Mesch, D. J. (1990). The impact of flexible scheduling on employee attendance and turnover. *Administrative Science Quarterly*, 35, 370-387.
- Dessler, G. (2008). *Human resource management* (11th ed.). New Jersey: Prentice Hall.
- Directorate of Personnel Management. (2004). *Targeted voluntary early retirement scheme 2004-2008*. Nairobi: Author.
- Drost, E. A. (2011). Validity and reliability in social science research education. *Research and Perspectives*, 38, 105-123, Retrieved 25th May, 2014, from <http://www.erjournal.net/wp-content/uploads/2012/07/ERP38-1.-Drost-E.-2011.-Validity-and-Reliability-in-Social-Science-Research.pdf>
- Dwyer, D.J., & Ganster, D.C. (1991). The effects of job demands and control on employee attendance and satisfaction. *Journal of Organizational Behavior*, 12, 595-608, Retrieved 4th April, 2014, from <http://dx.doi.org/10.1002/job.4030120704>
- Emmott, M., & Hutchinson, S. (1998). *Employment flexibility*. London: Pitman.
- Facer, R., & Wadsworth, L. (2008). Alternative work schedules and work- family balance. *Review of Public Personnel Administration*, 28, 16-35, Retrieved 23rd May, 2014, from <https://www.questia.com/library/journal/1G1-302299424/compressed-workweeks-strategies-for-successful-implementation>
- Feldman, D. C., & Doeringhaus, H. L. (1992). Patterns of part-time employment. *Journal of Vocational Behavior*, 41, 283-294.

- Fenwick, U., & Tausig, R. (2001). Control over scheduling working hours. *Journal of Family & Economic issues*, 22(2), 101-119, Retrieved 29th May, 2014, from <http://www3.uakron.edu/publications/tausig%20Unbinding%20Time.pdf>
- Gainey, T.W., Thomas, W., & Beth, F. C. (2006). Flextime and telecommuting: Examining individual perceptions. *Southern Business Review*, 32(1), 76-88.
- Gay, L.R (1987). *Educational research: Competencies for analysis and application* (3rd ed.). Columbus Ohio: Merrill publishing company.
- Gay, L.R. (1996). *Educational Research* (5th ed.). New Jersey: Prentice Hall.
- Golden, L. (2008). Limited access: Disparities in flexible work schedules and work- at-home. *Journal of Family and Economic Issues*, 29, 86-109, Retrieved 6th July, 2014, from <http://link.springer.com/journal/10834>
- Goodale, J. G., & Aagaard, A. K. (1975). Factors relating to varying reactions to the 4-day workweek. *Journal of Applied Psychology*, 60, 33-38.
- Government of Kenya. (2003). *Economic recovery strategy for wealth and employment creation*. Nairobi: Author.
- Halpern, D. F. (2005). How time-flexible work policies can reduce stress, improve health, and save money. *Stress and Health Journal*, 21, 157-168, Retrieved 3rd March, 2014, from <file://localhost/C:/Users/user/AppData/Local/Temp/How%20time-flexible%20work%20policies%20can%20reduce%20stress.%20improve%20health,%20and%20save%20money%20--%20Halpern%202005.pdf>
- Hamblin, H. (1995). Employee's perspectives on one dimension of labour flexibility. *Work Employment & Society*, 9, 473-498.
- Hartman, R., Stoner, C., & Arora, R. (1992). Developing successful organizational telecommuting arrangements: *Advanced Management Journal*, 57(3),35-42, Retrieved 7th May, 2014, from <http://web.lib.aalto.fi/en/oa/db/SCIMA/?cmd=listget&id=107202&q=%40author%20Stoner%2C%20C.%20R.&p=1&cnt=4>
- Hill, J. E., Grzywacz, J. G., Allen, S., Blanchard, V. L., Matz-Costa, C., & Pitt- Catsouphes, M. (2008). Defining and conceptualizing workplace flexibility. *Community, Work & Family Journal*, 11(2), 149-163, Retrieved 22nd June, 2014, from https://scholar.google.com/citations?view_op=view_citation&hl=en&user=d9zl8ykAAAAJ&citation_for_view=d9zl8ykAAAAJ:u5HHmVD_uO8C

- Hornung, S., Rousseau, D. M., & Glaser, J. (2008). Creating flexible work arrangements through idiosyncratic deals. *Electronic Journal of Applied Psychology*, 93, 655-664, Retrieved 24th May, 2014, from <http://www.ncbi.nlm.nih.gov/pubmed/18457493>
- Houseman, S., & Osawa, M. (Eds.). (2003). *Nonstandard work in developed economies: Causes and consequences*. Michigan: Upjohn Press.
- Hunnicut, B.K. (1996) *Kellogg's six – hour day*. Philadelphia: University Press.
- Karasek, R. (1979). Job demands, job decision latitude and mental strain. *Administrative Science Quarterly*, 24(2) 285-308. Retrieved 7th June, 2014, from http://www.jstor.org/stable/2392498?seq=1#page_scan_tab_contents
- Karnowski, S., & White, B. (2002). The role of facility managers in the diffusion of organizational telecommuting. *Environment and Behavior*, 34, 322-334, Retrieved 29th June, 2014 from <http://eab.sagepub.com/content/34/3/322.short>
- Kossek, E. & Lautsch, B. (2008). *Creating a life that works in the flexible job age*. New York: Wharton School Publishing.
- Kossek, E. E., Barber, A.E., & Winters, D. (1999). Using flexible schedules in the managerial world. *Human Resource Management*, 38(1), 33-46, Retrieved 20th May, 2014 from [http://onlinelibrary.wiley.com/doi/10.1002/\(SICI\)1099-050X\(199921\)38:1%3C33::AID-HRM4%3E3.0.CO;2-H/pdf](http://onlinelibrary.wiley.com/doi/10.1002/(SICI)1099-050X(199921)38:1%3C33::AID-HRM4%3E3.0.CO;2-H/pdf)
- Kothari, C.R. (2010). *Research methodology methods and techniques* (2nd ed.). Delhi: New Age International publishers.
- Kurland, N.B., & Egan, T.D. (1999). Telecommuting, justice and control in the virtual organization. *Organizational Science*, 10(4), 500-513, Retrieved 15th July, 2014 from <http://www.csun.edu/~nkurland/PDFs/Kurland%20Egan%20OS%20Tcg%201999.pdf>
- Kurland, N. B., & Bailey, D. E. (1999). Telework, the advantages and challenges of working here, there, anywhere, and anytime. *Organizational Dynamics*, 28, 53-68, Retrieved 17th June, 2014, from https://www.researchgate.net/profile/Nancy_Kurland/publication/232544126_Telework_The_advantages_of_working_here_there_anywhere_and_anytime/links/0deec526e6eff
- Lienert, I. (2003). Civil service reform in Africa: Mixed results after 10 years. *International Monetary Fund, Finance and Development*, 35(2), 97-179, Retrieved 12th March, 2014, from <http://www.imf.org/external/pubs/ft/fandd/1998/06/lienert.htm>

- Lobel, S. A., & Kossek, E. E. (1996). *Human resource strategies for transforming the workplace*. Cambridge: Blackwell Publishers.
- Lonnie G. (2011). *The effects of working time on productivity and firm performance*. Geneva: International Labour Office publishers.
- Madsen, S.R. (2011). The benefits, challenges and implications of teleworking. *Culture & Religion Journal* 1, 148-158 Retrieved 12th May, 2014, from <https://brainmass.com/file/1567048/Telework+%232.pdf>
- Malik, M. (2011). Role overload job satisfaction and their effect on layoff survivor's job retention and productivity. *Journal of Contemporary Research In Business*, 2(11), 427-440, Retrieved 27th April, 2014, from <http://search.proquest.com/openview/72423f9b5d24037f96bd241bd8423f15/1?pq-origsite=gscholar>
- Marczyk, G., DeMatteo, D. & Festinger, D., (2005). *Essentials of research design and methodology*. New Jersey: John Wiley & Sons.
- Martens, M., Nijhuis, F., Von, M., & Knottnerus, J. (1999). Flexible work schedules and mental and physical health. *Journal of Organizational Behavior*, 20, 35-46.
- Merriam, S.B. (1998). *Qualitative research and case study applications in education*. San Francisco: Jossey-Bass.
- Miles, M.B., & Huberman, A.M. (1994). *Qualitative data analysis: An expanded sourcebook (2nd ed.)*. London: Sage Publishers.
- Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative and qualitative approaches*. Nairobi: Acts Press.
- Mun. S., & Yonekawa, M., (2006). Flexi, traffic congestion and urban productivity. *Electronic Journal of Transport Economics and Policy*, 40(3), 329-358, Retrieved 14th June, 2014 from <http://web.lib.aalto.fi/en/oa/db/SCIMA/?cmd=listget&id=263644&q=%40indexterm%20flexible%20working%20hours&p=9&cnt=126>
- Ng'ang'a, S. I., Kosgei, Z. K., & Gathuthi, E. W. (2009). *Fundamentals of management research methods*. Nairobi: Macmillan.
- Ogula, P. A. (2005). *Research methods*. Nairobi: CUEA Publications.
- Olson, M.H. (1982). New information technology and organizational culture. *Management Information Systems Quarters*, 6(4), 71-92, Retrieved 23rd May, 2014, from <http://dl.acm.org/citation.cfm?id=2025526>
- Orodho, J.A. (2004) *Techniques of writing research proposals and reports in education*. Nairobi: Masola Publishers.

- Oso, W. Y., & Onen, D. (2011). *A general guide to writing research proposal and report*. Nairobi: Prints Arts Limited.
- Patton, M.Q. (2002). *How to use qualitative methods in evaluation*. London: Sage Publishers.
- Pedersen, V., & Lewis, S. (2012). Flexible working time arrangements: Blurred work-life boundaries and friendship. *Work, Employment & Society*, 26(3), 464-480, Retrieved 16th May, 2014, from <file:///localhost/C:/Users/user/AppData/Local/Temp/fer%20amics.pdf>
- Pearlson, K.E., & Saunders, C.S. (2001). There's no place like home: Managing telecommuting paradoxes. *Academic Management Executive*, 15(2), 117-12 Retrieved 2nd June, 2014, from <http://amp.aom.org/content/15/2/117.full.pdf+html>
- Powell, G.N., & Mainiero, L.A. (1999). Managerial decision making regarding alternative work arrangements. *Journal of Occupational Organizational Psychology*, 72(1), 41-56, Retrieved 5th May, 2014, from <http://onlinelibrary.wiley.com/doi/10.1348/096317999166482/pdf>
- Ridgley, C., Scott, J., Hunt, A., & Harp, C. (2005). *Flexi time a guide to good practice*. Stafford: Staffordshire University.
- Ronen, S. (1981). *Flexible working hours: An innovation in the quality of work life*. New York: McGraw-Hill.
- Schindler, P. S., & Cooper, D. R., (2003). *Business research methods (8th ed.)*. New York: McGraw- Hill.
- Sahay, S., Nicholson, B., & Krishna, S. (2003). *Global IT outsourcing software development across border*. Cambridge: Cambridge University Press.
- Salanie, B. (1997). *The economics of contracts*. Cambridge: MIT Press.
- Shepard, E M., Clifton, T. J., & Kruse D. (1996). Flexible work hours and productivity. *Industrial Relations*, 35(1), 123-140.
- Stavrou, E. T. (2005). Flexible work bundles and organizational competitiveness. *Journal of Organizational Behavior*, 26, 923-947, 3rd June, 2014 from <http://onlinelibrary.wiley.com/doi/10.1002/job.356/pdf>
- Stredwick, J., & Ellid S. (1998). *Flexible working practices*. London: IPD.

- Sundo, M., & Fujii, S. (2005). The effects of a compressed working week on commuters. *Transportation Research*, 39(10), 835–848, Retrieved 17th June, 2014 from https://scholar.google.com.ph/citations?view_op=view_citation&hl=en&user=9tLZpcUAAAAJ&citation_for_view=9tLZpcUAAAAJ:u5HHmVD_uO8C
- Tang, C., & Mac Dermid, S.M. (2008). *Flexibility and control: Handbook of families and work interdisciplinary perspectives*. Lanham: University Press.
- Tomaskovic-Devey, D., & Risman, B.J. (1993). Telecommuting innovation and organization. *Social Science Quarterly*, 74(2), 367-385, Retrieved 4th March, 2014 https://scholar.google.com/citations?view_op=view_citation&hl=en&user=6IIFqigAAAAJ&citation_for_view=6IIFqigAAAAJ:UeHWp8X0CEIC
- Vroom, V. (1964). *Work and motivation*. New York: Wiley.
- Watson, I., Buchanan, J., Campbell, I., & Briggs, C. (2003). *Fragmented futures: New challenges in working life*. Sydney: Federation Press.
- Wright, B.E., & Pandey, S.K. (2008). Public service motivation and the assumption of person-organization fit. *Administration & Society*, 40(5), 502-521, Retrieved 6th April, 2014 from <http://online.sagepub.com>

Appendix I: Questionnaire

SECTION A: Back Ground Information

INSTRUCTIONS:

Please complete the questionnaire by ticking the most appropriate answer
Do not write your name
Information given will be treated with confidentiality

1. What is the name of your department?

.....

2. What is your Gender? a) Male b) Female

3. What is your age bracket?

a) 20 – 25 years b) 26-30 years c) 31 – 40 years

d) Above 40 years

4. How long have you worked in the Organization?

a) 1-5 years b) 6 – 10 years c) 11-20 years

d) Over 20 years

5. What is your designation?

.....

6. What is your highest level of education?

a) Certificate b) Diploma c) Higher Diploma

d) Degree e) Others

Others (specify).....

SECTION B: Telecommuting

7. Does telecommuting affect employee performance?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

If yes please explain.....

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

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

9. To what extent would you say the following elements have been achieved at the Ministry of Interior and Coordination of National Government in Embu.

Very large extent – 4; Large extent- 3; Small extent – 2; Very small extent -

	Very large extent	Large extent	Small extent	Very small extent
Use of telecommuting by employees				
Facilities at work are adequate for telecommuting				
Telecommuting influence on employee performance.				
Job satisfaction and staff morale				
Increased productivity				
Cost effectiveness and efficiency				

SECTION C: Compressed Hours

10. Does compressed hours affect employee performance?

Yes	No

If yes please explain.....

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

Yes	No

12. To what extent would you say the following elements have been achieved at the Ministry of Interior and Coordination of National Government in Embu.

	Very large extent	Large extent	Small extent	Very small extent
Use of compressed hours by employees				
Compressed hours influence on employee performance.				
Workers savings				
Job satisfaction and staff morale				
Reduced absenteeism				
Increased productivity				
Reduced turnover				

SECTION D: Job Sharing

				Yes	No
	Very large extent	Large extent	Small extent	Very small extent	
Use of job flexi time by employees					
Flex time influence on employee performance.					
Job satisfaction and staff morale					
Reduced absenteeism					
Increased productivity					

13. Does job sharing affect employee performance?

If yes please explain.....

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

Yes	No

15. To what extent would you say the following elements have been achieved at the Ministry of Interior and Coordination of National Government, in Embu.

	Very large extent	Large extent	Small extent	Very small extent
Use of job sharing by employees				
Job sharing influence on employee performance.				
Job satisfaction and staff morale				
Reduced absenteeism				
Increased productivity				
Cost effectiveness and efficiency				

SECTION E: Flexi Time

16. Does flexi time affect employee performance?

Yes	No

If yes please explain.....

Yes	No

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

--	--

Appendix II: Introductory Letter

Pauline M Njiru
P O Box 455-60100
EMBU

29th August, 2014

Dear Sir/Madam

DATA COLLECTION

I am a student at Karatina University undertaking a Masters degree course in Human Resource Management. As a partial fulfillment of the course requirement, I am expected to carry out a research at Ministry of Interior and Coordination of National Government in Embu County. The study is on the influence of flexible work practices on employee performance in Public sector.

The purpose of this letter to request you to kindly fill in the attached questionnaire which will help in completing the research study.

The information obtained will be treated with utmost confidentiality.

Thank you.

Best regards,

PAULINE M. NJIRU