

Flexible Work Practices and Job Performance in The Transport and Logistics Industry: The Kenyan Perspective

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ABSTRACT

The need for flexible working is growing in today's competitive business environment. The changing context of work is creating new challenges and opportunities that companies can only meet with the sort of agility that flexible working arrangements provide. The purpose of this study was to examine the effect of flexible work practices on job performance at an international courier delivery services company operating in Kenya. The research study adopted a descriptive research design in form of survey where data was collected using questionnaires from all the employees of the company in Kenya based in Nairobi and Mombasa offices. Stratified random sampling technique was used where all the respondents were selected from different levels within the company. A regression analysis was done to determine the effect of flexible work practices on job performance. The results showed that Flexible working is regarded as an effective way to achieve work life balance in the company. The study findings showed a strong and positive correlation (.994) between flexible work practices and job performance. The variables were found to have a significant impact on flexible work practices and job performance. The study concluded that Flexible Work Practices have a strong positive effect on Job Performance. It was recommended that the company designs and implements policies around Flexible Work Practices; create awareness programs to sensitize employees on the benefits of such practices to self and organization, and that it aligns its Flexible Work Practice programs/initiatives to the business strategies

Key Words: Flexible work practices, Job performance, Transport and Logistics industry, Kenya

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Introduction

Flexible work practice is a relatively new concept in Kenya. Flexible work practices are increasingly becoming a critical means of enhancing operational effectiveness. According to Armstrong (2014) flexible working is a work practice where working hours are different from normal standard working hours or work arrangements. The main goal of flexible work practice is to improve operational flexibility, enhance employee's skills, reduce the cost of employment and improve on employee's productivity. Additionally, Richman et.al (2008) insists that a company that offers its employees flexible work arrangement improves the level of trust that employees have on the organization. It also increases the level of transparency. Introducing flexible work practices increases working options for employees. As a result, employees are able to control their daily work schedules. Bouchikhi and Kimberly (2000) note that there is an increasing demand for flexible and part-time work patterns in many organizations. Consequently, organizations are realizing that it is necessary to introduce work practices that are flexible and enable employees to balance between work and life programs. Flexible work practice requires a readjusting traditional work practices. The aim is to introduce operational flexibility, use of outsourcing and subcontracting and multi-skilling. Operational flexibility can be achieved by introducing work arrangement which include job sharing, home working and flexible work hours. The aim of operational flexibility should be to maximize productivity and achieve

economic efficiency. Additionally, flexible work practices promote work life balance (Biggar and O'Brien, 2009).

Watson (2006) notes that flexible work practices has become critical strategy for management of multinational businesses. It is integral tool for achievement of sustainable competitive advantage. Consequently, many organizations are embracing flexible work practices. The changes taking place in the workplace create both opportunities and challenges that organizations should embrace. The dynamic work environment therefore requires that organizations become agile by introducing flexible work practices. Consequently, many companies are embracing and extending flexible work practices and the benefits are evident. According to Bowden (2009), flexible work practices are effective in enabling employees meet the challenges and demands of both personal and work. The aim of flexible work practices is to enable employees contribute to improved performance and productivity and thus achieve more without having to adhere to traditional work practices. Additionally, flexible work practices enable the organization to attract highly qualified employees and also retain them in their organization. Flexible work practices create opportunities for diversified employees to work together. These groups include employees with disabilities, employees with caring responsibilities and family as well as older employees. Gensler (2006) argues that the contemporary workforce consists of multi-generational employees. As a result, flexible work practices make it possible for

employees of different age groups to work together harmoniously.

Flexible work practices have been one of the strategies used by the transport company in order to counter changes taking place in the workplace. The flexible work schedule establishes agility, enables complexity, accommodates multi-generational work teams and widens the choices for employees. Despite the fact that the benefits of flexible work practices are evident in literature, it is critical to understand the best way to implement flexible work practices in order to ensure the maximum benefit for the organization and the employee. An understanding on the best practices in the implementation of flexible work practices is possible if these practices are incorporated in the firm's strategies.

Due to the changing work environment, many organizations are introducing different types of flexible work practices. These work practices are aimed at improving employees' motivation and productivity. Consequently, an understanding of the link between flexible work practices and productivity is essential to ensure that both the organization and the individual employee benefit from such practices. As a result, by assessing the quantity and quality of work undertaken by employees, managers are able to measure the output of work and directly determine how flexible work practices can influence the effectiveness of business operations (Griffin, 2005).

Mullins (2010) argues that work practices have changed over time, thus putting pressure on organizations to become more flexible in work practices and with their

workforce. He further argues that organizations must change into customized workplaces.

Bernardin (2006) notes that organizations have been experimenting with different work practices in order to help improve productivity of employees. These practices enable workers to address both family and work related matters and thus significantly reduce conflicts between their different roles and responsibilities. Price (2012) believes that flexible work practices enhances productivity and performance of the organization and employees as the programs have been designed to assist employees balance their work and family lives by enabling them to adopt flexible work plans.

Many studies on flexible work practices as well as performance have been carried out both locally and internationally. Al-Rajudi (2012) conducted an empirical study on the effect of flexible work practices on employees' productivity in the information technology sector in the Gaza strip. The study established that flexible work practices positively influence employee productivity. Sakwa (2008) conducted a census study on the factors that impact on the adoption and use of flexible work practices among manufacturing companies in Nairobi. The study established that all firms in the plastic industry embrace flexible work practices, and that flexible work arrangements are used to a large extent in low skilled occupations compared to the small extent to which they were applicable in technical. Mbuthia (2005) also conducted a survey in order to investigate the link between organizational performance and

flexible work practices for advertisement firms in Kenya. The study showed that there is no evidence of a relationship between flexible work practices and organizational performance in locally owned agencies, but a positive relationship in foreign owned agencies.

Kidombo (2013) conducted an empirical study on work flexibility among distance education employees. The study established that work flexibility is an important strategy where management practices such as composition and human resource management employment patterns are defined by prevailing work conditions at any given time. Muindi (2015) investigated work life balance practices among horticultural farms in Kenya. The findings showed that horticultural farms in Kenya have implemented practices that focus on time and the job with greatest outcomes. On the other hand other flexible work practices related to place or location has had a moderate outcome on productivity. Previous studies have not explored the effects of flexible work practices on job performance especially in the transport and logistics industry; hence the study attempted to answer the research question; what are the effects of flexible work practices on job performance in the transport and logistics industry in Kenya?

Materials and Theory

The research study was based on the Social Exchange Theory, Psychological Contract Theory and Theory of Work Adjustments. Blu (1964) advanced the Social Exchange Theory. The theory states that if workers perceive that the company they are working for treats them well, then they are likely to

reciprocate the same to the organization. The theory insists that employee's obligation to contribute towards the achievement of organizational goals is enhanced through a number of interactions between the employees and their employers. Social exchange theory is based on the employer employee relationship which evolves over time. It goes through phases which include trusting, loyalty and mutual commitment phase. However, it is necessary for each party to adhere to the rules and conditions of the exchange. According to the social exchange theory, workers are likely to show positive behavior when they know that their organizations value their contribution to the organization. Consequently, this results in improved performance. In addition, employees are able to share their opinions, ideas and concerns freely. As a result, employees are engaged in a give and take relationship with their employers. The employer gives socio-economic resources which are desired by the employee who in turn gives back in the form of performance to the organization.

The psychological contract theory was advanced by Argyris (1960). The researcher defined a 'psychological contract' as the values and perceptions held by two parties in an employment relationship. On the other hand Rousseau & Tijoriwala (1998) insists that a psychological contract is either an implicit or explicit promise that one party makes to another in a relationship. A good example of a social contract is where an employer promises workers to provide them with training and job security. On the other hand, the employee makes a promise to the employer to remain loyal to the company as

well as work hard to achieve the organizational goals. Rousseau & Tijoriwala (1998) termed these kind of contract as a psychological contract since it is a reflection of how each party perceives the relationship and the commitments made.

The theory of work adjustment was developed by Dawis in 1964. The theory describes the relationship between the employee and their job under two conditions: first is a relationship between abilities of the individual and the expectations of the employer. Secondly, it addresses the needs of the individual employee and the satisfaction of those needs by the current work environment in the organization.

Lofquist and Dawis (1991) argue that the flexibility of a worker or a work environment will dictate the way employees will approach their work. Consequently, any lack of harmony between the capabilities and expectations will affect the employees output. However, flexibility varies from one employee to another and from workplace to workplace. Additionally, some organizational factors such as culture will determine the level of work flexibility that employees will enjoy in an organization. Some of the external factors that will influence flexibility include the availability or alternative options. In cases where correspondence between the employee's capabilities and the demands of the job is great, adjustments have to be initiated since flexibility is not an option in this case. Dawis (2000) insists that the theory of work adjustments determines level of performance when the capabilities of workers and the

performance requirements are harmonized. The theory predicts that when the work environment is aligned to the capabilities of employees, the level of employee satisfaction is improved considerably.

Types of Flexible Work Practices

Flexible Work Practices include home working, mobile working; tele-working, flextime, shift work, job sharing, sabbatical / career breaks, and compressed working hours. These Flexible Work Practices are discussed below.

Home-working

Many self-employed people have the option of working from home. This practice is so common in the creative arts industry. Additionally, in organizations where communication technology tools to support remote working are available, the practice is common. However, working from home is synonymous with low-paid manual work carried out at home (Gordon and Kelly, 1988).

Ferris & Martinson (2003) observed that employees are increasingly negotiating with employers to work from home especially for contracted work. Such kind of work is common with work where part of it can be done remotely by the professional. However, doing such work requires that the employee has the necessary equipment with a reliable internet connection. The employer on the other hand should have a high level of trust with the employee in order to allow him or her to work from home. Additionally, an employee who works from home should be disciplined, organized and have excellent communication skills with the employer.

The advantages of working from home include reduced commuting costs, and time. The employee is also able to manage his or her other commitments thus making home-working desirable (Bailing & Harrington, 2004).

Mobile working

Mobile working refers to the use of technology to work remotely from anywhere and at any time. Some organizations will provide employees with laptops or mobile devices to enable them to access work related documents and work from any location and at any time. The increased availability of wireless internet access enables employees to access the organizations information systems, emails and thus facilitating their remote work. Additionally, the increased use in mobile technology means that electronic documents and emails can easily be access using mobile phones thus facilitating employees to work remotely (Dessler, 2013). However, for employees to work remotely, they must have a high level confidence to use technological tools. Additionally, companies have to invest heavily in laptops and other devices to enable employees to access organizational information systems. One of the advantages of working mobile work is the fact that previously unproductive time such as commuting can be put to productive use. However, it may be difficult for employees to switch off outside from work. Another issue is the incompatibility between different technology devices and information systems (Casio, 2007).

Tele-working/ Telecommuting

Telecommuting or teleworking refers to either working from home or from any other remote location. It often involves the use technology infrastructure to access documents and information systems within the organizations network. The concept of telecommuting has been widely adopted as a flexible work practice and found to greatly affect performance. Karnowski and White (2002) insist that for it to be effective and efficient, telecommuting must be properly implemented. Many organizations are using telecommuting as a way to attract and retain highly skilled employees while on the other side cutting costs (Kossek, Lautsch, & Eaton, 2006). Telecommuting reduces costs incurred in the office and also reduces the use of space in the organization (Karnowski & White, 2002).

Flextime/Flexible Working Hours

Avery & Zabel (2001) argue that flextime also referred to as flexible working hours can be traced in Germany in 1970s when workers were allowed to choose the time they arrive or leave at work. This was specifically done to enable them meet their personal needs. However, it was done under the management parameters. The work method gives workers some flexibility in terms of the time they can work. It enables employees to choose from a list of available work hours limits. The organization sets certain limits and the core period. Provided that workers are present during the core hours which is normally the busiest time of the day they are allowed some level of flexibility over the rest of the hours. According to Noe (2008), flextime can be implemented in many ways depending on

the type of business. One of the ways in which flextime is implemented is to introduce a system which enables workers to accumulate additional hours which can then be used to allow them to come into the company late, leave early or increase their time for breaks. However, these have to be approved by the appropriate line management. One of the places where flextime can be effectively implemented may be in a call centre or in an assembly line. This is because in both cases, employees have to be scheduled to address issues faced by customers who are on the line.

In other companies where the work flow is not dependent on customer demand, workers may be allowed to set times when to start or end work. This can be implemented by establishing core time which is necessary for every employee to work. The system then allows the workers to agree on a number of hours to work over a specified period of time. After working for the core hours, workers can choose either to continue to work or to leave the workplace. The employer will set the time for lunch breaks including start time. Additionally, the employer sets the time when employees are expected to leave office. The core working time is then embedded between the time to arrive at work and the time to leave work. Using core working hours make it possible for line manager to organize and coordinate supervision and meetings. Additionally, the method allows employees to vary their work schedule. The arrangement sometimes allows employees to spend a predetermined set of time at work every week (Casio, 2006). Hernreich, (2008) observed that high

level employees and professionals are likely to benefit from flextime compared to low level employees. Additionally, employees in the manufacturing and service industry are less likely to benefit from flextime (Van Dyne, Kossek & Lobel 2008). Hernreich, (2008) argues that flextime has enabled many employees more efficient and more focused. Hernreich, (2008) insists that as long as employees are achieving their goals and objectives, they should be treated as adults. However, flextime can be misused by workers if not strictly implemented.

Shift Work

Costa (2003) refers to shift work as a way of working where workers replace one another on the same duties after a 24-hour period. The workers are divided into work teams or shift teams. The workers then rotate in the morning, afternoon or night depending on the shift system that is being used by the organization. This system of work is common among industries that have a 24-hour production cycle. This is common in hospitals, logistics or courier companies, emergency services and newspaper production. The shift may start in the evening for example 3-11 PM shift, weekend hours, night shift from 11PM - 7AM. Additionally, the shift may be rotating or double which occurs when an employee is not relieved from the 24-7 work duty. It is common in factories, prisons and hospitals. In some cases, the workers may have a regular but nonstandard plan. For example, an employee may have an 8-hour work shift that takes place at night. In some organizations, some of the employees may be allowed to select the shifts they will work

in order to pursue other areas of life when they are off duty (Barnett & Hall, 2007).

Job Sharing

Job-sharing is regarded as a kind of part-time work where a single job is divided for two or more part-time workers. Consequently, the time spent of the work is split between the employees as well as the payments. Splitting may be done based on days or weeks. Job sharing may be done for executive as well as junior level work depending on the role specified for the job in the organization (Christensen & Staines, 1990). In some cases, the employees sharing a job may have complementary skills. Consequently, each employee focuses on a different aspect of the same job role (Kossek & Lee, 2005). However, Kossek and Lee (2005), argue that a considerable trust is necessary between employees in order for job sharing to work.

Some jobs have overlaps. In this case, job sharing becomes effective in ensuring that the job is performed smoothly. In other cases, the two jobs may entail different and unrelated set of tasks. Such jobs are considered part-time jobs and are often added up to create a single full-time employee work.

Job sharing is most effective when the two employees sharing the job have compatible personalities. In addition, they must have a high level trust between each other. In addition, it is important to make arrangement for communication and coordination between the employees (Pierce, Newstrom, Dunham, & Barber, 1989).

Sabbaticals/Career Breaks

Career breaks are defined as extended time periods of leave which depend on the arrangement between the employer and the employee. These career breaks are often unpaid and are intended to allow employees to either meet members of their family or to take care of their children. Career breaks is an effective way for organizations to retain their employees. On the other hand, Sabbaticals are a type of career break that are given to an employee as a reward for serving the organization for a long period of time. A sabbatical break may be given for a specified period of time. The employee may use the time for study, volunteering, traveling or pursuing areas of interest (Etzion, 2003). However, it is important to note that there is no legal obligation for employers to offer sabbaticals and career break to employees. However, large organizations have made use of sabbaticals and career breaks in order to attract and retain employees.

Career breaks and sabbaticals allow the employee to have a short term break from work while retaining their job. It also enables the workers to maintain a good working relationship with their employers. The employee may engage in skill development activities, prevent burnout, renewal and conduct military service. Sabbaticals are common in academic positions in a university. They are often used for skills development and renewal after heavy administrative and teaching work. It is however important to note that career-breaks and sabbaticals are less common in the private sector.

Compressed Working Hours

Compressed working hours is where normal work is done over a shorter period of time. During the arrangement, employees work for longer hours for four week days and that take a day or half a day off. In compressed working hours, the compressed hours are viewed are compressed within shorter time period. One of the main advantages of compressed working hours is that the worker gets time off during the week and is still pay his or her full salary. It is common in low level jobs and less common among high level senior employees in the organization. Police and nursing fields often use compressed working hours.

Measures of Job Performance

Performance is the output of employees in the organization and is specifically what the organization pay for when employees are hired (Campbell, 1990). Individual performance for employees is critical to the organizational performance. Consequently, highly performing employees will enable the organization to reach its operational and strategic goals and objectives. This is important in order to enable the organization achieve their competitive (Lado & Wilson, 1994; Dessler, 2011); Tessema and Soeters (2006) insisted that employee performance can be categorized task performance and contextual performance. Task performance refers to the various activities that an employee's undertakes which are assigned by the supervisor. It requires the technical activities that the employee has which enables him or her to perform the task at hand. On the other hand, citizenship performance and contextual performance refers to the behaviors that and employee

undertakes which creates the psychological and social context and enable employee to perform their tasks effectively (Huczynski and Buchanan, 2007). On the other hand, contextual performance refers to the measure of performance of tasks such as cooperating, volunteering efforts and extra effort.

Hogan (1988) noted that contextual performance and task performance significantly contributes to the overall organizational performance of the organization. Job experiences are used to determine employee's task performance. On the other hand, the workers personality highly determines contextual performance. Hogan (1988) also insisted that contextual performance can be divided into interpersonal facilitation which consists of helping others and cooperating and job dedication which includes volunteering, working hard and being committed to the goals and objectives of the organization. For effective performance management, employees need to be aware of the measures that are used to measure their performance. Consequently, measures should be made available to all the employees and applied transparently and fairly throughout the organization. Kaatz B (2004) notes that performance management is a critical tool for policy makers, managers and other stakeholders. Performance management can be used to arrive at better decision alternatives and also ensure optimal use of resources while improves general communication in the organization. Job performance can be measured by determining adherence to policy, innovation and creativity, absenteeism, cost-

effectiveness, quality, quantity, effectiveness and efficiency.

Flexible Work Practices and Job Performance

Several studies have been carried out to determine the effect of flexible work practices on job performance Kelliher & Anderson (2009) did a study to investigate the relationship between flexible working practices and workers' job satisfaction. The results showed a strong and positive relationship between flexible working and job satisfaction. The study concluded that flexible work practices had strongly influenced perceptions of job satisfaction. There was also evidence that flexible work practices greatly influenced the level of control and autonomy on a job. Some forms of flexible work practices, such as compressed workweeks, part-time work, annualized hours and flextime, have been implemented in many organizations. Proof that flexible working is already being successfully used to retain staff was found by a recent. The results confirmed that 60% global workers believe that flexible working practices improve job quality and work life between and 21% feel that offering these solutions helps then attract a wide talent pool. For example, a study by Baltes, Lewis and Griffin (1999) showed that both flextime and compressed workweeks positively affected the level of productivity, worker satisfaction, worker self-rated performance, and with work schedules. On the contrary, absenteeism negatively affected flextime.

Mbuthia (2005) conducted a study that had sought to examine the relationship between

flexible work practices and organizational performance. The findings of the study provided no evidence of a relationship between flexible work practices and organizational performance. The study conclude that local organizations do not engage in participation forms of management practices, most are authoritarian, incentive and personalized characteristics that are opposite of flexible work practices. Manne (2014) sought to find out the relationship between the use of flexible workplace practices and satisfaction with work firmly balance amongst working fathers. The study found out that with flexible work practices employees will effectively manage multiple roles responsibilities hence satisfaction.

Sakwa (2008) conducted a study on the factors affecting the use of flexible work practices in manufacturing companies in Nairobi noted that flexible work practices are important in reducing operating costs, increasing productivity and limited in managing risks. Employers need to review employment policies and systems, and that future research need to investigate the link between flexible work practices and job performance. Inclusion, there are no extension studies that have been conducted on flexible work practices on job performance in Kenya. Sakwa (2008) failed to identify the key factors that influences flexible work practices as job performance remains one of the important factors that promotes work flexibility.

Methods

The study adopted descriptive research design in form of a survey. The target

population was all the employees working in all the four branches of the courier company in Nairobi and Mombasa. The company has 90 employees in total, hence, a census survey was done where all the employees were the respondents. The study utilized structured questionnaires for data collection where the questionnaire was divided into three sections. Section A consisted of information on the background of the respondents, Section B comprised questions on flexible work practices and Section C questions on job performance. Data was analyzed using both descriptive and inferential statistics. Descriptive statistics such as frequency, percentages and mean was used for section A of the questionnaire. Regression analysis was done to establish the effect of flexible work practices on job performance. Data presentation was done by use of tables, bar charts and pie charts.

Table 1: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.987	.986	.02982

a. Predictors: (Constant), Compressed Working Hours, Teleworking/Telecommuting, Job Sharing, Home working, Flexitime/Flexible Working Hours, Sabbaticals/Career Breaks, Mobile Working, Shift Work

Coefficient of determination explains the extent to which changes in the dependent variable (job performance) can be explained by the change in the independent variables or the percentage of variation in the dependent variable that is explained by the eight independent variables (Compressed Working Hours, Teleworking/Telecommuting, Job Sharing, Home working, Flexitime/Flexible Working

Data Analysis and Results

The study sought to establish the effect of flexible work practices on job performance at the courier company, and multiple linear regression analysis was done guided by the model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \epsilon$$

Where $\beta_1 \beta_2 \beta_3 \beta_4 \beta_5 \beta_6 \beta_7 \beta_8$ = Regression Coefficients; Y= Job Performance; β_0 = Constant; X_1 = Home working; X_2 = Mobile working; X_3 = Teleworking/Telecommuting; X_4 = Flexible work hours; X_5 = Shift work; X_6 = Job sharing; X_7 = Sabbaticals/Career breaks; X_8 = Compressed working hours; ϵ = Error Term

Results are presented in the tables below:

Hours, Sabbaticals/Career Breaks, Mobile Working, Shift Work). The eight independent variables that were studied, explain 98.7% of the changes in the job performance in the company as represented by the R^2 . The results showed a strong positive significant correlation (.994) between flexible work practices and job performance.

Table 2 ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.058	8	.632	711.263	.000 ^b
	Residual	.065	73	.001		
	Total	5.123	81			
a. Dependent Variable: JOB PERFORMANCE						
b. Predictors: (Constant), Compressed Working Hours, Teleworking/Telecommuting, Job Sharing, Home working , Flexitime/Flexible Working Hours, Sabbaticals/Career Breaks, Mobile Working , Shift Work						

The probability value of 0.000 indicates that the regression was significant in predicting

how flexible work practices affected job performance in the company.

Table 3 Coefficients of Determination

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
	(Constant)	2.932	.110		26.742	.000	2.714	3.151
	Home working	.009	.013	.046	.700	.486	-.017	.035
	Mobile Working	.061	.022	.155	2.759	.007	.017	.105
	Teleworking/Telecommuting	.040	.010	.130	3.911	.000	.020	.061
	Flexitime/Flexible Working Hours	-.058	.014	-.207	-3.990	.000	-.087	-.029
	Shift Work	-.005	.034	-.009	-.134	.894	-.072	.063
	Job Sharing	.041	.010	.134	4.139	.000	.021	.060
	Sabbaticals/Career Breaks	.334	.023	.852	14.808	.000	.289	.379
	Compressed Working Hours	-.011	.018	-.025	-.626	.533	-.047	.025
a. Dependent Variable: JOB PERFORMANCE								

$$Y = 2.932 + .009X_1 + .061X_2 + .040X_3 - .058X_4 - .005X_5 + .041X_6 + .034X_7 - .011X_8 + .110$$

According to the regression equation established, taking all factors constant at zero, the job performance will be 2.932%. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in home working will lead to a .009 increase in job performance. A unit increase in the mobile working will lead to a .061 increase in job performance. Also, a unit increase in tele-working will lead to a .040 increase in job performance. A unit increase in flexible working hours will lead to a -.058 decrease in job performance. Again, a unit increase in shift work will lead to a -.005 decrease in job performance. Also, an increase in job sharing will lead to a .041 increase in job performance. A unit increase in career breaks will lead to a .041 increase in job performance while a unit increase in compressed working hours would lead to a -.011 decrease in the job performance.

The study results showed that there is a significant relationship between mobile working, teleworking, job sharing, and career breaks and job performance since their p-values are less than 0.05. Again, we find that homeworking, flexible working hours, shift work, and compressed working hours have insignificant relationship with job performance since their p-values (.486, .821, & .533) is greater than (0.05).

Conclusion

The findings of the study from the analysis were found to be in line with the literature review. Flexible work practices are meant to offer employees with options of how, when and when to work. It enhances work life balance and results in employee satisfaction (Bowden, 2009). The results show that at the

company, flexible working is regarded as an effective way to achieve work life balance. This is supported by Robbins and Judge (2013) who argue that policies focused on employee work life balance are effective in lowering absenteeism and improve retention of highly skilled employees. It was found that the company exercises home-working. As observed by Dessler (2013) many self-employed people especially those in the creative arts industry tend to work from home. Additionally, employees that have modern communication technology are also increasingly working remotely. The findings show that working remotely requires confidence in using technology and investment in technology equipment.

The results revealed that flexible working practices have been embraced by the company. Noe (2008) believes that the objective of flexible working hours is to provide for increased flexibility in operational, improve the utilization of employees' capabilities, reduce employment costs and increase productivity. Job sharing was highlighted in the findings as one of the new practices used by the company on employees at senior level and middle level. As stated by Kossek and Lee (2005) employees under job sharing divide the roles, remuneration and hours, although the way work is split depends on the circumstances -common ways of splitting are to split weeks, alternate weeks and work split days.

The findings also revealed how compressed working hours has assisted the company in reducing commuting time and costs. As noted by Mullins (2008) compressed

working hour ensures employees work fewer hours than a normal 8 hours. Consequently, scheduling employee hours based on the amount of work to be done and the number of hours to be used, and providing ways to adjust the hours according to demand for goods or services helps determine employee input and job performance. Career breaks was found to be necessary though the company has not yet implemented the practice. Career breaks helps the company to plan in advance and ensures that employees are given courses or trainings that provide them with new skills. The study concluded that there is a significant relationship between mobile working, teleworking, flexible working hours, job sharing, and career breaks and job performance in the company. Home working, flexible working hours, shift work, and compressed working hours have insignificant relationship with job performance.

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