

Flexible Work Arrangements and Employee Performance in Public Universities, Kenya

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Abstract

This study examined the effect of flexible work arrangements on employee performance in public Universities in Kenya. The study was anchored on three theories that included Job Demands-Resource Model and Social Exchange Theory. A cross-sectional survey research design was utilized to collect data from a target population of 26,630 employees working for Public Universities in Kenya. A sample size of 384 respondents was drawn as determined by Krecjie and Morgan formulae. Sampling techniques comprised stratified sampling of the teaching and the non-teaching staff, followed by a proportionate allocation and finally, simple random sampling from each of the stratum. Both descriptive and inferential statistics were used to analyse the data collected. Descriptively, it was analysed in terms of means, standard deviations and percentages. Results were presented in tables. Inferential statistic results were obtained by carrying out both correlation bivariate and linear regression analysis were used to test for the degree of association (correlations) between flexible work arrangements and employee performance in Public Universities. The findings highlighted that flexible work arrangement had a positive and significant effect on employee performance. The study concluded that there is a positive and significant correlation between flexible work arrangements and the performance of employees in Public Universities in Kenya, which implies that when flexible work arrangements are low, then the performance of employees in Public Universities in Kenya will decline. Therefore, it is the recommendations of this study that there should be very deliberate efforts to align the objectives of the organization and public universities to be precise, with requirements of the individual employee, in view of flexibility in the arrangement of their work. Furthermore, public Universities should enhance the quality of employees' work and family lives by redesigning their work schedule

Keywords: Flexible work arrangements employee performance

1. Introduction

Employee performance has become a critical focus for organizations worldwide, as it directly impacts productivity, competitiveness, and overall success (Pradhan & Jena, 2017). In the swiftly changing landscape of international business, organizations are continuously looking for creative methods to enhance employee performance and accommodate changing work environments (Mache, Servaty, & Harth, 2020). The coming of the COVID-19 pandemic in 2019, saw the performance of many employees in many organizations halted, and hence that of the organization decline sharply. This called for adoption of new work practices, or rather, the hybrid work practices, which included the flexible work arrangements among many others in order to curb the decline in organizational performance through employee performance (Wang, Liu, Qian, & Parker, 2021).

As such, hybrid work settings have grown to be essential for maintaining organizational effectiveness and growth (Galanti, Guidetti, & Mazzei, 2021). In response to the evolving workforce needs and organizational dynamics, flexible work arrangements have gained prominence as a strategy for enhancing employee satisfaction and operational efficiency. These arrangements allow employees to adjust where, when, and how they work to better align with their personal preferences and responsibilities.

The core constructs of flexible work arrangements include flexible scheduling, remote work opportunities, job sharing, and compressed workweeks, with each one offering distinct benefits in terms of autonomy and work-life balance (Kelliher & Anderson, 2010). Remote work options enable employees to perform their tasks outside traditional office spaces, while flexible schedules provide discretion over start and end times within defined organizational limits. Job sharing allows multiple employees to divide the responsibilities of a single full-

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time role, and compressed workweeks condense standard working hours into fewer days. According to Golden and Gajendran (2019) such arrangements are associated with reduced stress, greater job satisfaction, and improved work-life integration, all of which contribute positively to employee performance. Additionally, remote working, in particular, has been linked to enhanced job outcomes and decreased work-family conflict (Gajendran & Harrison, 2007). Nonetheless, the success of these practices is not uniform across all contexts, as their effectiveness may be influenced by job-specific factors and individual differences, underscoring the importance of a tailored approach in their design and implementation (Allen, Golden, & Shockley, 2015).

2. Statement of the Problem

The performance of employees in public Universities world over has been declining over the years (Omondi & Mwangi, 2023; Mwenda & Njoroge, 2022; Pradhan & Jena, 2017). This performance declined even more sharply during the error of the COVID-19 pandemic. In Kenyan Public Universities, the problem increased the number of students with the missing marks in a number of the courses already sat for. Some of them are not able to graduate in time (Omondi & Mwangi, 2023). In addition, the problem has even compromised the quality of education, and that of the graduates from public Universities (Federation of Kenya Employer, 2023; CUE, 2023) many of whom are said to be half baked. Such graduates are not able to compete effectively on the job markets, with their colleagues from some of the private universities. Further, many lecturers in Public University do not carry out independent research more often, due to too much workload, and lack of adequate finances both from the government, private donors and the Universities themselves. Equally, the current work structures are largely rigid and outdated increasing the chances of failure in the performance of both the individual employee and the organization at large. Conventional workplace structures, which traditionally mandate the in-person attendance in Universities, have increasingly proven inadequate in addressing the diverse needs of employees in public universities. Therefore, as a global trend, hybrid work practices such as flexible work arrangements tend to emphasize on increased work-life balance in order to shape modern employment expectations, and enhance employee satisfaction and productivity (Mwenda & Njoroge, 2022). COVID-19 pandemic exposed a lot of inefficiencies, reinforcing the urgency for Universities to adopt more flexible and adaptive work practices (Kariuki & Ochieng, 2021). Various authors studied on the effect of the various HR practices on employee performance in certain sectors of the economy. However, the specific research about hybrid work practices and employee performance in Public Universities in Kenya remains scanty. Okuto (2023) studied on the benefits of remote working in Kenyan

universities, and found that this leads to increased organizational performance. Hence, this study sought to examine the effect of flexible work arrangements on employee performance in Public Universities in Kenya.

3. Objective of the Study

The objective for this study was to examine the effect of flexible work arrangements on employee performance in Public Universities in Kenya.

4. Literature Review

According to Arora (2022) carried out research to investigate the relationship between flexible work arrangements, well-being, and the performance of employees during the COVID-19 pandemic in North India. The study employed a descriptive research design with a sample size of 412 teleworkers. The results revealed a significant relationship between flexible work arrangements, personal and family well-being, and employee performance. The study further confirmed the significant and moderating effect of managerial support on the relationship between flexible work arrangements and performance. However, the researcher did not reveal how essential managers' support was for their employees during COVID-19 or any other similar crises that could arise.

The study conducted by Idowu (2020) examined the role of flexible working hour arrangements on employee job performance and retention in manufacturing industries in Agbara, Ogun State, Nigeria. The researcher used a descriptive research design with a sample size of 227 permanent and contract employees. The findings of the study revealed that flexible work-hour arrangements improved employee performance, increased employee retention, and reduced work stress. However, the study did not reveal the proactive strategies that organizations could adopt to improve the alignment between flexible work-hour agreements and other human resource policies, such as recruitment, promotion, training, rewards, and performance assessment.

Msuya and Kumar (2022) conducted a study on flexible work arrangements, leave provisions, and employee job performance in the banking sector in Tanzania. A quantitative survey research design was used, with a sample size of 417 respondents from three regions in Tanzania's Central Zone. The results revealed that leave provisions and flexible work arrangements positively and significantly impacted bank employees' performance. However, the study did not reveal how organizations should implement work-life programs, such as flexible work and leave options, and combine them with high-engagement HR policies to encourage employee motivation and improve performance in hybrid work practices. The study conducted by Kipkoech (2018) examined flexible working arrangements and their impact on employee performance at Kericho County Referral

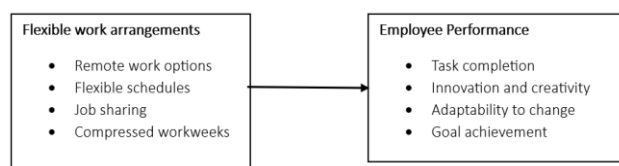
Hospital, Kenya. The study adopted a descriptive research design with a sample of 104 staff members from Kericho Referral Hospital. The findings indicated that flexible working strategies were significant to employee performance in an organization. It was also noted that performance contributed by flexible working methods was 22.9%, while other factors that were not measured accounted for 77.1%. Additionally, the study revealed that temporary contracts, work shifts, and part-time working were positive and significant predictors of performance, while flexible time was positive but not significant. However, while the study addressed the issue of flexible time, it did not explore the reasons behind its lack of significance as a predictor of performance.

Research has shown that flexible work schedules can result in less stress and more job satisfaction and improved work-life balance, which in turn positively affect employee performance Golden and Gajendran (2019). For instance, According to Gajendran and Harrison's (2007) in their study telecommuting was linked to higher job performance and lower work-family conflict. However, the effectiveness flexible work schedules may vary depending on individual differences and job characteristics, highlighting the need for tailored approaches to implementation Allen, Golden, & Shockley (2015). In the context of public universities in Kenya, the adoption of flexible work arrangements and their impact on employee performance presents both opportunities and challenges. The Kenyan higher education sector has been experiencing rapid growth and transformation in recent years, with an increasing focus on improving the quality and relevance of education Oanda and Jowi (2012). However, public universities in Kenya face numerous challenges, including inadequate funding, infrastructure constraints, and the need to adapt to changing global educational trends Munene, (2016).

Accordingly, this study was guided by the Job Demands-Resources (JD-R) Model which is a widely recognized framework for understanding the balance between job demands and available resources in influencing employee well-being, motivation, and performance. It posits that while job demands can lead to strain and burnout, sufficient job resources can enhance engagement and productivity, ultimately shaping overall work outcomes. According to Demerouti et al. (2001), the most recent hypothesis of the Job Demands-Resources (JD-R) model posits that when job demands are high, job resources significantly enhance employees' motivation and engagement. This embodies the concept known as the coping hypothesis (Bakker, Van Veldhoven, & Xanthopoulou, 2007; Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007). Bakker, Demerouti, and Euwema (2010) investigated in a sizable diverse sample of workers whether positive work attitudes, task satisfaction, and organizational commitment are high when job demands and job resources are high. The Job Demands-Resources (JD-R) model posited that flexible work arrangements, are a function of job resources. These resources helped

employees manage job demands more effectively and improved their overall job performance. Flexibility allowed employees to better balance work and personal responsibilities, reducing stress and increasing engagement. Flexible work arrangements helped alleviate job demands by allowing employees to work in environments that suited their personal needs and preferences, which lead to better performance and reduced burnout. Similarly, the Social Exchange Theory was also used to link flexible work arrangements and employee performance. Accordingly, the theory is a fundamental framework that explains workplace relationships based on mutual benefits and reciprocity (Eshiteti, 2029; Cropanzano & Mitchell, 2017). It posits that employees are more likely to demonstrate commitment, productivity, and job satisfaction when they perceive fair treatment, support, and rewards from their organization. SET also highlighted the role of perceived organizational support in work-life balance, where employees exchanged their time and energy for compensation and support (Smith & Johnson, 2023; Mukanzi et al, 2014).

5. Conceptual Framework



6. Methodology

This research study adopted a cross-sectional survey research design, which involves collecting the given data from many different respondents at a single point in time. On the other hand, survey researches are data collection methods and techniques which involve asking individual questions to produce statistics about the characteristics of the population (Kothari, 2004). It is conducted by administering a structured questionnaire that may either be oral or written to a given number of respondents and their responses forming the data (Saunders et al., 2014; Cooper & Schindler, 2011). Therefore, this research study targeted a population of 26, 630 employees working for Public Chartered Universities and Public University Constituent Colleges in Kenya. The sample size was determined by use of the Krejcie and Morgan formulae of 1970 (Kothari, 2004; Mugenda & Mugenda, 2003), to be 384 respondents.

7. Findings and Discussions

This study targeted a sample of 384 respondents who included the academic and non-academic staff, to whom 384 questionnaires were self-administered. However, 342 questionnaires were returned successfully. This gave a response rate of 89.06 per cent. Mugenda and Mugenda

(2012), did suggest that a response rate of 50 per cent in a descriptive survey is very adequate, 60 per cent is good, 70 per cent and more is very good, while 80 per cent and above response rate is excellent.

Descriptive Statistics

Descriptive statistics is a way of organising, representing, and explaining a set of data by using graphs, charts, and summary measures. Such summarized data can then be presented in form of tables. Therefore, descriptive statistics do not need to be normalised beyond the collected data. They are just that; descriptive. Hence, this research study which sought to determine the effect of flexible work arrangements on the employee performance in Public Universities in Kenya, was descriptively analysed by use of the percentages, means and standard deviations. Further, the study used tables for its presentation in tables 1 and 2.

Flexible Work Arrangements

The findings in table 1 show that a majority (57.9 %) of the respondents strongly agreed that Flexible work schedules allow them to better manage their personal and professional responsibilities. Further, another 32.7 per cent of the respondents did agree with the same statement. On the other hand, only 0.6 per cent disagreed strongly with the same statement, with another 2.9 per cent simply disagreeing with the statement. Another 5.8 per cent could neither agree nor disagree with the same statement. However, the responses gave a mean of 4.28 and a standard deviation of 0.731. Accordingly, results in table 1 also did indicate that an accumulative majority (87.4 %, that is, SA=52.0%, A=35.4%) of respondents agreed with the view that job sharing allows them to achieve a better balance between their work and personal life. Nonetheless, 0.9 per cent of the respondents strongly with the statement, with another 4.4 per cent simply disagreeing. 7.3 per cent could not decide on whether to agree or disagree with the same statement. A mean of 4.15 and a standard deviation of 0.821 were obtained.

In addition, the findings in table 1 revealed that a majority (45.6%) of respondents agreed strongly that working with a compressed worksheet has improved their work life balance. Another 36.0 per cent did agree with the declarative statement. On the contrary, only 2.6 per cent of the respondents strongly disagreed with the statement, with another paltry 6.4 per cent simply

disagreeing. 9.4 per cent of the participants remained indifferent to the statement. A mean of 3.95 and a standard deviation of 0.892 were obtained. Similarly, the findings in table 1 revealed that a majority (41.5%) of the respondents strongly agreed that they feel adequately supported by their organizations when working remotely. Further, another 37.1 per cent also did agree with the statement. On the other hand, only 2.1 per cent disagreed strongly, with another 8.2 per cent simply disagreed. 11.1 per cent remained indifferent to the said statement, giving a mean of 3.87 and a standard deviation of 0.910.

In another declarative statement, a majority (53.2%) of the respondents strongly agreed that having flexible schedule would improve their job satisfaction. Substantially, 34.8 per cent of the participants agreed that this assertion is true, while on the other hand, a paltry 1.5 per cent of respondents disagreed strongly, with only 3.5 per cent of them simply disagreeing. 7.0 per cent did not agree or disagree with the statement, giving a mean of 4.22 and standard deviation of 0.761. In addition, the findings in table 1 also indicated that a majority (46.8%) of the respondent strongly agreed with the view that Job sharing would allow them to continue working while managing other personal commitments. Another 37.7 per cent did agree with the same statement. On the other hand, only 1.2 per cent (SD) and another 9.1 per cent (D) collectively disagreed with the statement as declared. 15.2 per cent of the respondents did not agree or disagree with it. A mean of 4.02 and standard deviation of 0.857 were obtained. Accordingly, results in table 1 also did indicate that an accumulative majority (80.7 %, that is, SA=44.4%, A=36.3%) of respondents agreed with the view that they feel that a compressed workweek would reduce burnout and stress. Nonetheless, a paltry 7.0 per cent of the respondents disagreed with the statement, with another 2.0 per cent simply disagreeing with the statement. Only 10.2 per cent could not decide on whether to agree or disagree with the same statement. These responses gave a mean of 3.92 and a standard deviation of 0.883. Finally, a majority (54.3%) of the respondents also agreed strongly that the option to work remotely has improved their overall productivity, with another 37.1 per cent did agree with the said statement. In addition, 4.3 per cent disagreed with the statement, while a paltry 1.4 per cent strongly disagreed with the said statement. On the other hand, 8.6 per cent could neither agree nor disagree with the statement. The responses gave a mean of 4.31 and a standard deviation of 0.881. Similarly, these results are shown in table 1.

Table 1: Flexible Work Arrangements

	1= SD, 2= D, 3= N, 4= A, 5=SA	1%	2%	3%	4%	5%	mean	Std dev.
1	Flexible work schedules allow me to better manage my personal and professional responsibilities	0.6	2.9	5.8	32.7	57.9	4.28	.731

2	Job sharing allows me to achieve a better balance between work and personal life	0.9	4.4	7.3	35.4	52.0	4.15	.821
3	Working a compressed workweek has improved my work-life balance	2.6	6.4	9.4	36.0	45.6	3.95	.892
4	I feel adequately supported by the organization when working remotely	2.1	8.2	11.1	37.1	41.5	3.87	.910
5	Having a flexible schedule would improve my overall job satisfaction	1.5	3.5	7.0	34.8	53.2	4.22	.761
6	Job sharing would allow me to continue working while managing other personal commitments	1.2	5.3	9.1	37.7	46.8	4.02	.851
7	I feel that a compressed workweek would reduce burnout and stress	2.0	7.0	10.2	36.3	44.4	3.92	.883
8	The option to work remotely has improved my overall productivity	1.4	4.3	8.6	37.1	54.3	4.31	0.881

Employee Performance

This study sought to determine the effect of flexible work arrangements on employee performance in Public Universities in Kenya. Employee Performance as the dependent variable was operationalized and measured by eight questionnaire items. Responses for each item were also obtained in terms of percentages, means and standard deviations and then explained thereof. These responses were obtained from a five-point Likert scale, whose measurement ranged from 1= Strongly disagree, to 5= Strongly agree. The results were discussed and then presented as shown in table 2.

The results in table 2 revealed that 50.3 per cent (majority) of those who participated in the study did strongly agree that the work quality meets or even exceeds the supervisor expectations within the public universities in Kenya. Substantially, 38.4 per cent of the respondents simply agreed with the statement and while another 2.6 per cent strongly disagreed with it, with another 2.3 per cent only disagreeing. A further 6.4 per cent could neither disagree nor agree with the statement. The response gave a mean of 4.38 and a standard deviation of 0.761. Consistently, 43.3 per cent (majority) of the study's participants agreed that the university provides them with resources for innovation. In addition, 42.4 per cent of the respondents also agreed with the same statement. On the contrary, only 3.5 per cent of the respondents disagreed with the statement, with another 0.6 per cent strongly disagreeing with it. Nonetheless, 10.2 per cent of the respondents could neither agree nor disagree with the statement. A mean of 4.23 and standard deviation of 0.622 were obtained. Similarly, an accumulated majority (SA=43.2%, A=31.5%) agreed that the trainings and resources provided by the public universities help them adapt easily to the changes brought about by the hybrid work system. On the other hand, an accumulated minority (D=13.5%, SD=3.6%) of the respondents, disagreed with this statement, while 8.2 per cent of those who participated in this research study remained indifferent, neither agreeing nor disagreeing with the said statement. Therefore, a mean of 3.921, and a standard deviation of 0.702 were obtained.

Furthermore, based on the findings in table 2 it was revealed that a majority (46.4%) of the respondents

strongly agreed with the statement that, the public universities regularly review and align personal goals to organizational goals. An addition, of 40.9 per cent of the respondents also agreed with the same statement. On the other hand, only 3.5 per cent of the participants in this research study, disagreed with the said statement, with another 1.6 per cent strongly disagreeing with the same statement. However, 7.6 per cent remained indifferent to the statement, where they could neither agree nor disagree with it. Table 2 presents the results which indicate that a majority (51.2%) of respondents strongly agreed that the employees within public universities consistently completes the tasks assigned to them. A further 38.6 per cent agreed with this statement. This was against a mere 2.3 per cent of the respondents who disagreed and another 0.6 per cent who strongly disagreed with the same statement. Nonetheless, 7.3 per cent of the respondents could neither agree nor disagree with the statement, giving a mean of 4.37 and a standard deviation of 0.561. Similarly, table 2 show that a majority (43.3%) of respondents strongly agreed the university management encourages them to think creatively and share their solutions with the rest. Another 42.7 per cent of the respondents simply agreed with the statement against 3.5 per cent of those who participated and disagreed with it. Also 0.6 per cent of them, strongly disagreed with it. However, the response gave a mean of 4.25 and standard deviation of 0.503.

Consistently, the findings in table 2 also revealed that 42.2 per cent (majority) strongly agreed that the university ensures that they learn new skill and procedures quickly in order to be efficient in the hybrid working practices. A further 40.4 per cent agreed with the same statement. On the other hand, 3.5 per cent of the respondents disagreed with this fact, with another 6.1 per cent strongly disagreeing with it. 7.3 per cent could not agree nor disagree with the said statement. Therefore, based on this response, a mean of 4.32 and standard deviation of 0.604 were obtained. Consequently, the results in table 2 indicated that a majority (52.0%) of the respondents strongly agreed that they are motivated and committed in achieving the goals of their respective organizations. Another 38.6 per cent, did agree with the same statement. On the contrary, only 2.3 per cent of the

respondents disagreed with the same statement, with another 0.6 per cent strongly disagreeing with it. 6.4 per cent couldn't agree or disagree with the said statement. Therefore, a mean of 4.39 and standard deviation of 0.531 were obtained. On the overall, the responses to the

questionnaire items for this variable gave a mean of 4.25, indicating a strong and central agreement to the declarative statements asked. These findings are shown in table 2.

Table 2: Employee Performance

	1= SD, 2= D, 3= N, 4= A, 5=SA	1%	2%	3%	4%	5%	mean	Std dev.
1	Work quality meets/exceeds supervisor expectations	2.6	2.3	6.4	38.4	50.3	4.38	.761
2	Organization provides resources for innovative projects	0.6	3.5	10.2	43.3	42.4	4.23	.622
3	Training and resources help adapt to changes	3.6	13.5	8.2	31.5	43.2	3.921	.702
4	Regularly review and align personal goals with organization	1.6	3.5	7.6	40.9	46.4	4.31	.516
5	Consistently complete assigned tasks on time	0.6	2.3	7.3	38.6	51.2	4.37	.561
6	Encouraged to think creatively and share solutions	0.6	3.5	9.9	42.7	43.3	4.25	.503
7	Learn new skills/procedures quickly	6.1	3.5	7.3	40.4	42.2	4.32	.604
8	Motivated and committed to achieving goals	0.6	2.3	6.4	38.6	52.0	4.39	.531
	Overall mean	4.25						

Therefore, from the means and the standard deviations obtained for the various variables, it can be deduced that there was homogeneity in the manner in which the specific questionnaire items were respondent to.

Correlation Analysis

Correlation analysis was carried out in order to determine whether there exists, a linear relationship between flexible work arrangements and employee performance in Public Universities in Kenya. In this research study, the correlation analysis was done by use of the Karl Pearson's correlation. The result obtained was presented in table 3 and discussed thereof:

Table 3: Correlation Matrix on Flexible Work Arrangement and Employee Performance

		1	2
1. Flexible work arrangement	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	342	
2. Employee Performance	Pearson Correlation	.648**	1
	Sig. (2-tailed)	.000	.000
	N	342	342

The results in table 3 also indicated that flexible work arrangement is positively and significantly correlated with employee performance in public universities in Kenya ($r=0.648^{**}$, $p < 0.01$). This finding corroborates the previous findings on the likely relationship between flexible work arrangement and the performance of employees in various organizations. For instance, Nguyen, Nguyen et al., (2024) in his quantitative study in the context of emerging economies in the Australia public service workforce, it was found that there is a positive and significant relationship between flexible work arrangement and employee performance. Consistently, in

a descriptive study to investigate the relationship between flexible work arrangement and employee performance among the Indian public servants (Arora, 2022), it was established that flexible work arrangements, and employee well-being are highly correlated with employee performance. Similarly, in a study to determine the influence of flexible working hour arrangements on employee job performance and retention within manufacturing industries in Agbara, Ogun State, Nigeria (Idowu, 2020) it was found that there exists a positive and significant correlation between the two variables. In Kenya, a descriptive research study was conducted at Kericho County Referral Hospital about the impact of flexible work arrangements on employee performance (Kipkoech, 2018). The findings revealed that flexible work arrangements accounted for 22.9% of the variance in employee performance, suggesting a moderate but meaningful effect. Specifically, temporary contracts, shifts, and part-time work emerged as significant predictors, whereas flexible time, though positively associated, did not reach statistical significance. However, these studies were conducted elsewhere such as Europe, Asia, west African, and in different sector of the economy, whereas this particular study was conducted in the public universities in Kenya.

Regression Analysis for Flexible work arrangements and Employee Performance

This study further carried out a regression analysis by fitting the linear regression models for the data. A linear regression analysis was carried out for the of the predictor variables (flexible work arrangement) on employee performance in Public Universities in Kenya. This was purposely conducted in order to determine the amount of effect that the predictor variables had on the dependent variable. It also did help to establish the nature of the relationship that exists between flexible work arrangements and employee performance in Public Universities in Kenya. The result obtained was presented and discussed thereof.

In order to determine the amount of variation of flexible work arrangement on the given amount of change in employee performance (predicted variable), a regression analysis was carried out. The results in table 3 revealed that flexible work arrangement has a positive and significant effect on the performance of employees in

Public Universities in Kenya ($r=0.648^{**}$, $p < 0.01$). Hence, in order to establish the specific nature of effect, flexible work arrangement, the independent variable, was regressed with employee performance and the results obtained was presented in table 4, and interpreted thereof;

Table 4: Flexible Work Arrangements and Employee Performance

Model Summary							Change Statistics	
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	F Change	Sig. F Change
1	.648 ^a	.420	.419	.65546	.420	86.110		.000

a. Predictors: (Constant), Flexible work arrangement

Table 5: Flexible Work Arrangements Coefficients

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	T
		B	Std. Error	Beta	
1	(Constant)	2.748	.190		15.096
	Flexible work arrangement	.619	.062	.648	9.131

a. Dependent Variable: Employee performance

The study findings as shown in the table 4 show the quantity of variance on employee performance (the predicted variable) as explained by the given change in flexible work arrangement (predictor variable in the study). The results of the regression analysis gave a correlation coefficient of R value of 0.648 and $R^2=0.420$. This infers that 42.0 per cent of the corresponding change in employee performance could be explained by the flexible work arrangement. Furthermore, the results in table 4 gave an F change value of 86.110, $p < 0.01$, a value that was sufficient to support the goodness of fit of the estimated regression model in explaining the variation in employee performance. Therefore, this confirms that flexible work arrangement is a useful predictor for employee performance in public universities in Kenya. Table 5 shows the unstandardized coefficients of flexible work arrangements' variable.

Further, the unstandardized coefficients β value of the computed scores of flexible work arrangement was 0.648 with a t-value of 9.131, at $p < 0.05$. Since the t-value is greater than +1.96, the estimated regression model in table 5 is significant and applicable. Similarly, with a $p < 0.05$ it implies that for every 5 per cent increase in flexible work arrangements there was a predicted increase in the percentage of employee performance in Public Universities in Kenya of zero. Therefore, having achieved the set objective, this study rejected the null hypothesis stating that; H_{01} : Flexible work arrangement has no significant influence on employee performance in Public Universities in Kenya.

Conclusions

The objective sought to determine the effect of flexible work arrangements on the performance of employees in

Public Universities in Kenya. From the findings obtained, a conclusion was drawn to the effect that there was a positive and significant correlation between flexible work arrangements and the performance of employees in Public Universities in Kenya. This implies that when flexible work arrangements are low, then the performance of employees in Public Universities in Kenya declines.

Recommendations

The findings of this research study show that flexible work arrangements as a predictor variable was positively and significantly correlated with employee performance. This means that the effect of flexible work arrangements on performance of employees in Public Universities in Kenya was found to be positive and significant. Therefore, it is the recommendations of this study that there should be very deliberate efforts to align the objectives of the organization and Public Universities to be precise, with requirements of the individual employee, in view of flexibility in the arrangement of their work. Similarly, Public Universities should enhance the quality of employees' work and family lives by redesigning their work schedule. Redesigning work schedule can be done by providing more flexibility, autonomy, variety, feedback and constant interactions with the employees.

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