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Journal of International Business, Innovation and Strategic Management

2019: 2 (3): 16 - 34

ISSN: 2617-1805

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**Effect of Flexible Work Practices on Employee Performance in Electricity Generating Companies in Kenya**

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**To Cite this Article:**

Mbae, C., Ogolla, D. & Mbebe, J. (2019). Effect of Flexible Work Practices on Employee Performance in Electricity Generating Companies in Kenya. *Journal of International Business, Innovation and Strategic Management*, 2 (3): 16 - 34

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**Abstract**

The purpose of the study was to establish the effect of flexible work practices on employee performance in electricity generating companies in Kenya. The specific objective of the study was to determine the influence of job flexibility, job sharing, telecommuting and compressed work weeks on employee performance in electricity generating companies in Kenya. A descriptive research design was used in this study. This design was considered adequate because it allow the use of various research techniques to answers the why, how, what and when question about a certain phenomenon. The population of interest in this study were 510 employees working in various departments at Electricity generating firm head offices in Nairobi. The study applied Fisher formula in determine the sample size which was 219 respondents. Therefore the study sample size was 219 employees which were obtained from a population of 510. The study adopted stratified, simple random sampling techniques. The stratified was adopted to ensure that there was equal representation in terms of various departments while the simple random was used to ensure that all member of the population had equal chance of being selected in the sample. This study used primary data that was gathered using a structured questionnaire. The study results show job flexibility, job sharing and telecommuting had a significant and positive effect employee performance in electricity generating companies in Kenya. The effect of compressed work week was found to be insignificant.



The study concluded that many organisations are adopting flexible work practices to enhance work life balance which lead to high employee performance. The study recommends that management of organisations that seek to improve employees' performance should considered adoption flexible work practices which helps employees in achieving equilibrium between work commitments and personal commitments which improves employees' performance.

**Keywords:** *Job Flexibility, Job Sharing, Telecommuting, Compressed Work Weeks*

## **BACKGROUND OF THE STUDY**

The purpose of work in the lives of people is to provide a sense of achievement, recognition and vision and it is also a means of enabling individuals meet their basic and material needs in their lives. This therefore implies that work environment and work practices therein are equally of great importance. Rousseau and Aube (2016) for instance define work practices as activities and programs initiated by the employer to ensure that employees achievement their personal and professional responsibilities. Many organisational around the world continues to invest in work place practices which include hours of works, job responsibilities and organisational benefits to enable the people working in there organisation achieve work life balance (Amarakoon & Wickramasinghe, 2016).

Studies such as Goel, Sharma and Sharma (2014) have demonstrated the importance of the work life balance and general wellbeing of the employees. Employees that lack work life balance experience conflicts in their lives that may limits their productivity in their place. Organisations that seek to improve their performance continuous seek to improve their working environment to ensure they have engaged and productive employees. Minimizing conflicts for employees is instrumental in reducing employees' turnover, increase the level of job satisfaction, reduce job related stress and increase overall life satisfaction (Goel, Sharma & Sharma 2014).

The conflict between job responsibilities and personal life demands according to Gupta and Sharma (2014) occurs when engagement in one limits the participation in another in some respect. For instance, in the cases of married people and people with families their work should also allow them to take care of the family by allowing them time to spend with their loved ones. There must be an equilibrium between the amount of time spend at work and the amount of time spend attending to personal life (Clarke, Koch & Hill, 2014). It is important to maintain overall sense of harmony and stability on life in order to be productive various responsibilities in life.

Many organisations today face a lot of challenges in terms of maintaining employees and ensuring they remain committed to their work to boost the business performance. Many organisations are achieving this through investing in work place practices that are very flexible and accommodative to employees. Hofacker and Konig (2013) argues that these challenges can be solved through contracts that offers employees the opportunity to growth both in personal life and professional careers. The author further argues that employees toady face a lot of ambiguities and reduced job security which is coupled with a lot of personal challenges (Hofacker & Konig, 2013).



Lack of job security has increased expectation of employees in other areas including, the need for job training and development, highly pleasant working environment, and a working conditions that provide stability in the sense of balance between work and outside commitments (Ojo, Falola & Mordi, 2014). Lack of balance between work responsibilities and personal life have shown to reduce the effectiveness and performance of employees in their work place. Some management in organisation have invested in this area by providing measures, programs and policies that are aimed at addressing the conflicts between personal life and work commitments among their employees. Today work environment moves at faster pace and studies have demonstrated that these lead to increased stress in many organisations across the world (Amarakoon & Wickramasinghe, 2016). In Kenya, the Kenya institute of management have been subjected to ensure that organizations management adhere to the practice of best human resource management practices so that, they can be able not only to achieve their objectives but also to provide quality services and goods and to satisfy the needs of their clients. The Kenya petroleum refineries limited for example, was originally set up by the shell and petroleum company British Petroleum to serve the east African region in the supply of variety of oil products. The corporate objectives are as follows; to have a performance which can make them proud, to earn confidence of customers, shareholders and the community and to contribute to sustainable development (Oladipo, 2015).

### **STATEMENT OF THE PROBLEM**

Many organisations today face a lot of challenges in terms of maintaining employees and ensuring they remain committed to their work to boost the business performance. The rate of employee turnover is high which increased the cost of the organisation operation. Lack of job security has increased expectation of employees in other areas including, the need for job training and development, highly pleasant working environment, and a working conditions that provide stability in the sense of balance between work and outside commitments (Ojo, Falola & Mordi, 2014).

Currently neither public nor private organization can perform at highest levels unless each and every employee is committed to the organizations goals and objectives (Lingard *et al.*, 2014). Organizations have realized that employees are one of the key resources to build efficiency and gain competitive advantage on. Flexible work practices should be looked at complementary aspects that aim at achieving a balance between work and personal life roles other than competing priorities (Doherty, 2014). For organisation in today business environment to achieve high productivity and employee performance, it is a must to have work practices to able employees to grow in all their aspects of life.

### **LITERATURE REVIEW**

#### **Theoretical Framework**

Contract theory has been utilized in matters of probing relations in cost effective manners (Salanie, 2015). This theory has been adopted in setting up of organisational teams as control device (Barua, Lee & Whinston, 2016). This model incorporates the principle of principal-agent model where the principal or managers allocates duties to agents and expects maximum efforts and minimizing the conflicts that arise. The principals use contracts to ensure that manage the interest between them and agents. According to Holmstrom and Milgrom (2016) argues that



contract are arrangements where principals use incentives, control and regulations and other attributes to manage the relationships between.

This theory is attributed to Vroom (1964) and posits that employees have expectations that need to meet in their life. According to the proponents of this theory, flexible work arrangements are a unique way of achieving high employee performance in organisation. The theory has three major fundamental that inform the relationship between human resources management practices and performance. The concept of valence informs that productivity of employees that can be improved through rewards, innovations that lead to reduced turnover. The second concept is expectancy which encompasses aspects such as trainings, increased job satisfaction, customer satisfaction which accounts for high employee productivity and overall employees' performance. Marks and MacDermid (1996) demonstrated that people with more balanced role systems reported less strain, more role-ease, greater well-being and more positive role specific experiences than people with less balanced role systems. Role balance, defined as a general orientation across roles, is both a behavioural pattern of acting across roles in a certain way and a cognitive affect pattern of organizing one's inner life.

### **Empirical Literature Review**

Lowry and Moskos (2008) defines flexible work practices as practices at the work place that enable individuals to combine work related duties and household responsibilities successfully. The time spend traveling to work and work related activities complicate the problems of work life balance since this time is not considered as work nor leisure but one has to factors it. Studies such as Goel, Sharma and Sharma (2014) have demonstrated the importance of the work life balance and general wellbeing of the employees. Employees that luck work life balance experience conflicts in their lives that may limits their productivity in their place. Njiru (2016) study revealed that established Embu County had flexible work practices in place which significantly influenced employee performance. This study focused on government ministry while the current study will focus on Ken-Gen which is autonomous organisation from the main government. Another study conducted by Muchiti and Gachunga (2015) findings showed that flexible working schedules positively increased employee productivity to a very great extent. The study recommended that organisations that seek to enhanced employee productivity should adopt flexible working schedules. A similiary study was conducted by Hashim, Ullah and Khan (2017) findings showed that time flexibility significantly affected the productivity and performance of employees. Gholipour, Bod, Zehtabi, Pirannejad, and Kozekanan (2016) results showed that female entrepreneurs had a positive attitude about job sharing. The study further established that job sharing was a feasible mechanism of achieving work life balance. Another study conducted by Kipkoech (2018) analysed the relationship between flexible working arrangement and working arrangement in Kericho County in Kenya.



## CONCEPTUAL FRAMEWORK

### Independent Variables

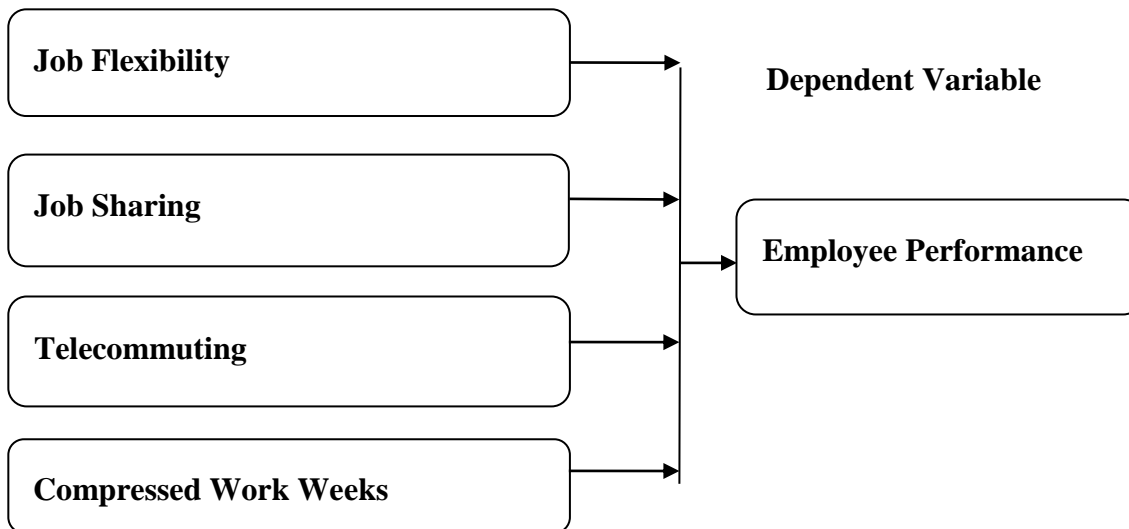


Figure 1: Conceptual Framework

## RESEARCH METHODOLOGY

A descriptive research design was used in this study. This design was considered adequate because it allow the use of various research techniques to answers the why, how, what and when question about a certain phenomenon. The study focused on 9 electricity generating companies in Kenya. The population of interest in this study were 510 employees working in various departments at electricity generating firm head offices in Nairobi. The study focused on senior management, middle level management and low level management of all the 9 electricity generating firms in Kenya. After application of the second formula, the sample size obtained was 219 respondents. Therefore the study sample size was 219 employees which were obtained from a population of 510. The study adopted stratified, simple random sampling techniques.

The stratified was adopted to ensure that there was equal representation in terms of various departments while the simple random was used to ensure that all member of the population had equal chance of being selected in the sample. This study used primary data that was gathered using a structured questionnaire. The research instrument was constructed using both binary scale and likert scale. The study relied on both descriptive data analysis techniques and inferential data analysis techniques. Descriptive data analysis techniques applied include computation of percentages, frequencies while inferential data analysis statistics applied include bivariate



correlation analysis and linear regression analysis. The multivariate regression model adopted was as shown below;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon:$$

Whereby

Y = Employee Performance

X<sub>1</sub> = Job Flexibility

X<sub>2</sub> = Job Sharing

X<sub>3</sub> = Telecommuting

X<sub>4</sub> = Compressed Work Weeks.

β<sub>0</sub> = the regression intercept

β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub> & β<sub>4</sub> = Regression Coefficients

ε = Error term

## **RESULTS AND DISCUSSIONS**

The study distributed a total of 219 questionnaires to the selected respondents. The questionnaires were administered in person by the researcher assisted by two research assistants. A total of 158 questionnaires were fully and completely filled which represented a response rate of 72%.

### **Descriptive Analysis**

This section presents the descriptive results on research objectives. The study used percentages in analysing the level of adoption of flexible work practices at electricity generating firms and how these practices affected employee performance. Descriptive analysis was conducted based on each specific objective.

#### **Descriptive Analysis for Job Flexibility**

The first objective of the study was based on the effect of job flexibility on employee performance at electricity generating firms. This section presents the descriptive results showing how respondents responded to statements that measured job flexibility and its effect on employee performance. The study further analysed some of the flexible work practices at electricity generating firms. The results show that 82.7% of the respondents sampled agreed that electricity generating firms practiced shift exchange, 81.0% indicated there was ICT for employees' convenience, 86.2% agreed that electricity generating firms had stipulation of working hours and finally 89.7% confirmed the electricity generating firm had flexible working hours. The findings in this section confirmed that there were job flexibility measures in place at electricity generating firms.



The finding show that electricity generating firm had job flexibility that have enabled majority of employees in organisations to work remotely which encourage organisation leads to job enrichment, job enlargement and enable people to bridge work and family needs. These finding are consistent with Thorne, (2014) who posited that flexible work practices in an organizational setting include those covering flexible work hour arrangements, job flexibility. Guest (2014) also argues that flexible work practices can broadly be categorized as those relating to time which include flexi-time, compressed hours, annualized hours and part time working.

**Table 1 Aspects of Job Flexibility**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Shifts exchange	8.60%	5.20%	3.40%	44.80%	37.90%
ICT for employees convenience	6.90%	6.90%	5.20%	37.90%	43.10%
Stipulation of working hours	1.70%	5.20%	6.90%	32.80%	53.40%
Flexible working hours	3.40%	3.40%	3.40%	43.10%	46.60%

The study further sought to find out from the respondent how job flexibility influenced their performance. The respondents were asked whether their place of work influences their work life balance. The results in Table 2 show that 86.2% of the respondents agreed. The results further show that majority (48.3% and 31.0%) of the respondents agreed that their workplace allows them enough time to handle other family responsibilities.

The study also asked the respondent whether their work allowed them to work from other places besides their offices. The results show that 77.6% of the respondent agreed and strongly agreed. On whether the use of ICT had enabled the employees to work at their convenience, the results how that 84.5% of the respondent agreed and strongly agreed. The result of this study further showed that 86.3% of the respondents agreed that strongly agreed that the number of hours influence their work life balance. The study sought to find out whether Staffs in electricity generating firm are allowed to exchange shifts and whether they are normally have enough time for their family. The results showed that majority of the respondents agreed with these statements. The findings in this section similarly showed that electricity generating firm had adopted flexible job arrangement to allow their employees to attend to family and other issues in their life besides the work commitments.





**Table 2 Effect of Job Flexibility on Employee Performance**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My place of work influences my work life balance	5.2%	3.4%	5.2%	41.4%	44.8%
My workplace allows me to have enough time for my family	6.9%	8.6%	5.2%	48.3%	31.0%
I can work from another place other than my place of work	8.6%	8.6%	5.2%	32.8%	44.8%
Information technology has enabled work to be done at the employees convenience	5.2%	6.9%	3.4%	43.1%	41.4%
The number of hours influence my work life balance	6.9%	5.2%	1.7%	46.6%	39.7%
Staffs in Kenya Power are allowed to exchange shifts	8.6%	8.6%	1.7%	41.4%	39.7%
I normally have enough time for my family	3.4%	5.2%	8.6%	55.2%	27.6%

**Descriptive Analysis for Job Sharing**

The second objective of the study was to determine the effect of job sharing on the employees’ performance on electricity generating companies in Kenya. This section presented the results on descriptive analysis conducted to analyse how the respondent responded to various statements relating to job sharing and employee performance. The results presented in Table 3 show that 86.2% of the respondent agreed that job sharing aspects had been implemented at electricity generating firm. On whether the company advocated for job sharing, the result showed that majority (51.7% and 34.5%) agreed and strongly agreed. The study further sought to establish whether electricity generating firm provided guidance on job sharing to its staffs. The result shows that 86.3% of the respondent agreed. Finally the respondent indicated that company offers job descriptions to employees. The finding in this section shows that Electricity generating firm had implemented job sharing practices to enhance work life balance among their employees. This study finding supports those of Gholipour, Bod, Zehtabi, Pirannejad, and Kozekanan (2016) who showed that employees in majority of the organisations had a positive attitude about job sharing as mechanism of achieving work life balance. The study further established that job sharing was a feasible mechanism of achieving work life balance.





**Table 3 Aspects of Job Sharing at Electricity generating firm**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Company has implemented job sharing	5.2%	8.6%	0.0%	34.5%	51.7%
The Company advocates on job sharing	6.9%	6.9%	0.0%	51.7%	34.5%
Ken Gen provide guidance on job sharing to its staffs	1.7%	8.6%	3.4%	36.2%	50.1%
The Company offers job descriptions to employees	6.9%	10.3%	5.2%	29.3%	48.3%

The study asked the respondent whether job sharing affected the following aspects of employees' performance. The results show that 81.0% of the respondent indicated that job sharing affected employee efficiency to very high extent, 79.3% indicated job sharing affected employees effectiveness to great and very great extent. The results similarly show that 77.6% of the respondent agreed that job sharing affected employees level of responsibility and finally, 81.0% indicated that job sharing affected employees level of productivity to great and very great extent. The finding in this section confirmed that job sharing positively affected employee performance at Electricity generating firm. These finding are consistent with the findings of Kipkoech (2018) who sampled 104 employees working in Kericho referral hospital and results showed that use of flexi working arrangement positively influence the performance of employees.

The finding are also consistent with Crampton, Douglas, Hodge and Mishra (2013) who showed that that there a positive attitudes towards job sharing and also established that significant relationship between job sharing and employee performance. Similarly, the study agreed with Muchiti and Gachunga (2015) who showed that flexible working schedules positively increased employee productivity to a very great extent. The study recommended that organisations that seek to enhanced employee productivity should adopt flexible working schedules.

**Table 4 Effect of Job Sharing on Employee Performance at Electricity generating firm**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Efficiency	5.2%	8.6%	5.2%	31.0%	50.0%
Effectiveness	5.2%	10.3%	5.2%	36.2%	43.1%
Responsibility	12.1%	3.4%	6.9%	43.1%	34.5%
Productivity	6.9%	8.6%	3.4%	36.2%	44.8%



**Descriptive Analysis for Telecommuting**

The study further sought to analyse the effect of telecommuting on employee performance in electricity generating companies in Kenya. The results presented in Table 5 show the level of adoption of telecommuting at Electricity generating firm. The study asked the respondent whether their company had an active policy on telecommuting. The results show that 79.3% agreed and strongly agreed. The results also show that 79.3% of the sampled respondent agreed and strongly agreed that all departments agree to the telecommuting arrangements. On whether telecommuting benefits both the employee and organization, the results show that 82.8% of the respondent agreed and strongly agreed.

The study results further show that majority of the respondent agreed that strongly agreed that telecommuting had significant impact on employee performance. The results further show that 82.8% of the respondents agreed and strongly agreed that employees had adequate information on telecommuting. The study further sought to find out whether telecommuting benefits employee retention and attraction. The results show that 85.5% of the respondent agreed. The implication of this finding was that majority of the employees at Electricity generating firm were conversant with the concept of telecommuting and the organisation had adopted flexible practices to ensure that employees embraced the concept of telecommuting. Telecommuting is growing in popularity in today’s work places because on penetration of internet enabled devices that can help people work remotely from their offices. Brüggem, Feichter and Haesebrouck (2017) who also found that employees that should be allowed to telecommute are those that are highly motivated and can focus on a task from remote locations. Employees that telecommute show high efforts in the tasks compared to employees that stay in the office.

**Table 5 Aspects of Telecommuting at Electricity Generating Firms**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There is an active policy on telecommuting	6.9%	6.9%	6.9%	36.2%	43.1%
Do all departments agree to the telecommuting arrangement	8.6%	3.4%	8.6%	34.5%	44.8%
Telecommuting benefits both the employee and organization	1.7%	5.2%	10.3%	41.4%	41.4%
The impact of telecommuting	8.6%	5.2%	1.7%	37.9%	46.6%
Are employees well informed about telecommuting	5.2%	3.4%	8.6%	39.7%	43.1%
Telecommuting benefits employee retention and attraction	5.2%	6.9%	3.4%	43.1%	41.4%
Telecommuting saves office space	8.6%	6.9%	3.4%	32.8%	48.3%



The study further sought to find out from the respondents the effects of telecommuting on the measure of employee performance in Table 6. The result shows that 88.0% of the respondent indicated that telecommuting reduced absenteeism to very great extent. These findings support those of Brügggen, Feichter and Haesebrouck (2017) who found that employees that telecommute show high efforts in the tasks compared to employees that stay in the office.

The study further showed that 81.1% of the respondents indicated that telecommuting affected employee's productivity to great and very great extent. These finding also supported a study conducted by Gajendran (2019) focused on establishing whether the use of telecommuting impacted on job performance and showed that telecommuting program improved the job performance of employees especially in the complex jobs and the respondents reported fewer interruptions from the daily office activities as the main benefits of telecommuting. On whether telecommuting was cost effective, the results show that 79.3% of the respondents indicated to very great and great extent. The finding in this section confirmed that telecommuting significantly affected employees' performance. The findings were consistent with studies by Gajendran (2019) and Brügggen, Feichter and Haesebrouck (2017) who also showed that telecommuting had positive effect on employees' performance.

**Table 6 Effect of Telecommuting on Employee Performance at Electricity Generating Firms**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Reduced absenteeism	3.40%	3.40%	5.20%	39.70%	48.30%
Employee productivity	5.20%	3.40%	10.30%	32.80%	48.30%
Cost effectiveness	8.60%	5.20%	6.90%	36.20%	43.10%

### Descriptive Analysis for Compressed Work Weeks

The study further analysed the effect of compressed work weeks on employee performance of electricity generating company in Kenya. Some of the attributes of compressed work week practiced at Electricity generating firm include Staff being given orientation and description of what is expected from their job early as indicated by 79.3% of the respondents (see Table 7). The results also show that 79.4% agreed and strongly agreed that their jobs can be shared by two or more staff where they are unable to work full time. The study asked that respondents whether their job can be modified to allow more family time. The result show that 86.2% of the respondents agreed and strongly agreed. The respondent also agreed that job modification influences their work life balance. The findings are consistent with those of Avery and Zabel (2014) who showed that compressed work was a common work place practice that had been embraced in many organisations today. The finding in this section established that respondent agreed that the use of compressed work week positive affected work life equilibrium. The findings are consistent with Poor (2012) who surveyed a total of 234 organisations where compressed work had been adopted and used interviews and questionnaire to collect the necessary information.



The study found that the most common compressed work practiced was that in which employees work for 10 hours per day in four days which leave the employee with a day off to address other personal issues.

**Table 7 Aspects of Compressed Work Weeks at Electricity Generating Firms**

Statement	Strongly Disagree	Dis Agree	Neutral	Agree	Strongly Agree
Staff are given orientation and description of what is expected from their job	8.6%	6.9%	5.2%	43.1%	36.2%
Jobs can be shared by two or more staff where they are unable to work full time	6.9%	8.6%	5.2%	39.7%	39.7%
My job can be modified to allow more family time	5.2%	1.7%	6.9%	41.4%	44.8%
Job modification influences my work life balance	5.2%	1.7%	8.6%	43.1%	41.4%

The study further sought to find out from the respondents the effects of compressed work weeks on the measure of employee performance in Table 8. The result shows that 82.8% of the respondent indicated that compressed work weeks affected job satisfaction to very great extent. The study further showed that 84.5% of the respondents indicated that compressed work weeks affected employee’s morale to great and very great extent. On whether compressed work weeks affected employee turnover and Job description, the results show that 81.0% of the respondents indicated to very great and great extent in equally. The study finding were consistent with Sundo and Fujii (2015) who found that embracing compressed work practices increased the job engagement and satisfaction and also allow employees to venture and pursue other obligations besides their job commitments. Use of compressed work allows the employees to reduce the amount of hours and days spend on task hence enhancing their work life balance.

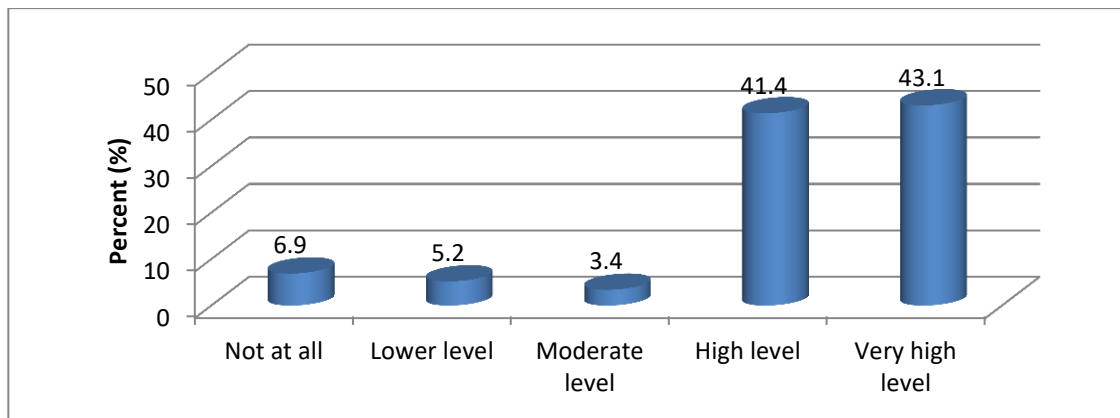


**Table 8 Effect of Compressed Work Weeks on Employee Performance at Electricity generating firm**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Job satisfaction	8.6%	1.7%	6.9%	48.3%	34.5%
Staff morale	3.4%	6.9%	5.2%	43.1%	41.4%
Employee turn over	12.1%	5.2%	1.7%	37.9%	43.1%
Job description	8.6%	6.9%	3.4%	31.0%	50.0%

**Descriptive Analysis for Employee Performance**

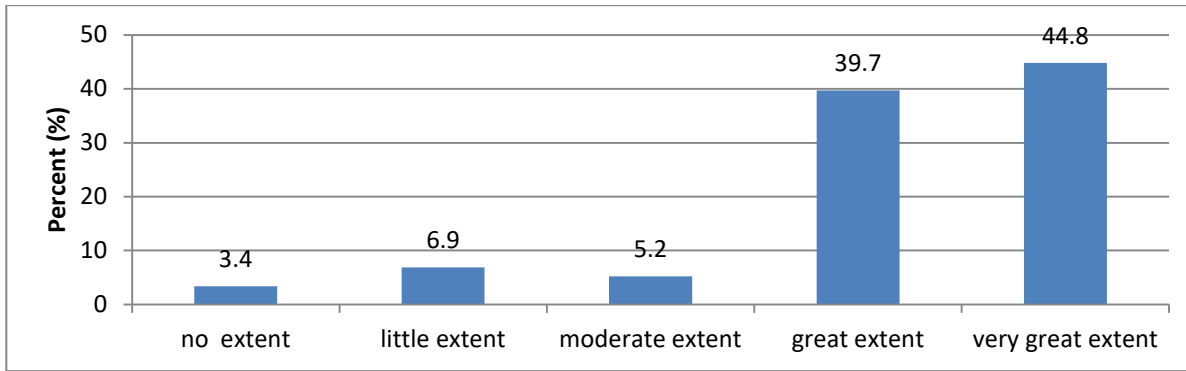
This section presents the results on the employee performance at Electricity generating firm. The study asked the respondents to indicate the level of employee performance in their company. The result show that 84.5% of the respondent indicated high and very high level of employee performance. The findings show that Electricity generating firm had very high performing employees which could as a result of adoption of flexible work practices as shown by the study.



**Figure 2 Level of Employee Performance at Electricity generating firm**

The respondents were asked whether to indicate the extent to which flexible work practices affected employees’ performance at Electricity generating firm . The results presented in Figure 3 show that 84.5% of the respondents indicated great extent and very great extent. The findings therefore established that Electricity generating firm had very high performing employees which were as a result of adoption of flexible work practices.





**Figure 3 Extent to which Flexible Work Practice affect Employee Performance at Electricity generating firm**

The results in Table 9 show that 81.10% of the respondents indicated that employees output was very great. The results further show that there was high accomplishment of task by employee at Electricity generating firm as indicated by 82.8% of the respondents and finally employees exhibited high ethical behaviour as indicated by 84.5% of the respondents. These findings implied that use of flexible work practices at Electricity generating firm had significant influenced the level of employee performance.

**Table 9 Employee Performance at Electricity generating firm**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employee output	8.60%	8.60%	1.70%	41.40%	39.70%
Accomplishment of tasks	3.40%	5.20%	8.60%	55.20%	27.60%
Ethical Behaviour	3.40%	12.10%	0.00%	51.70%	32.80%

**Inferential Statistics**

**Bivariate Correlation Analysis**

The correlation results presented in Table 10 show that job flexibility and employee performance had correlation of  $r=0.753$ ,  $p\text{-value}=0.000$ . These finding showed that job flexibility and employees performance had a positive and strong association. These finding implied that as job flexibility increases the level of employees performance also increases. These findings show a significant positive relationship between job flexibility and employee performance. The results also show that job sharing and employee performance had correlation of  $r=0.625$ ,  $p\text{-value}=0.000$ . These finding showed that job sharing had a positive and strong association with employees’ performance in electricity generating company in Kenya. These finding implied that as job sharing increases the level of employees’ performance also increases. These findings show a significant positive relationship between job sharing and employee performance.



The findings are consistent with those of Crampton, Douglas, Hodge and Mishra (2013) who surveyed 470 employees working in business organisations in the Michigan region in the United States of America and showed that there are positive attitudes towards job sharing and also established a significant relationship between job sharing and employee performance. The results also show that telecommuting and employee performance had a correlation of  $r=0.603$ ,  $p\text{-value}=0.000$ . These findings showed that telecommuting had a positive and strong association with employees' performance in an electricity generating company in Kenya. These findings implied that as telecommuting increases the level of employees' performance also increases. These findings show a significant positive relationship between telecommuting and employee performance in an electricity generating company in Kenya. These findings support those of Onder (2016) who focused on the effect of telecommuting on performance, commitments and action-oriented employees and found that telecommuting affects the level of employees' commitments and increases work-life balance. The findings of the study demonstrated that it was possible to achieve a high level of work commitment while realizing equilibrium between work commitment and personal life commitments among employees.

The results also show that compressed work weeks and employee performance had a correlation of  $r=0.603$ ,  $p\text{-value}=0.000$ . These findings showed that compressed work weeks had a positive and strong association with employees' performance in an electricity generating company in Kenya. These findings implied that as compressed work weeks increase the level of employees' performance also increases. These findings show a significant positive relationship between compressed work weeks and employee performance in an electricity generating company in Kenya. The study supports the findings of Sundo and Fujii (2015) who found that compressed work significantly reduces the amount of work from a single employee and distributes it to two employees, hence enabling them to focus on various life roles besides their jobs. The study found that embracing compressed work practices increased job engagement and satisfaction and also allows employees to venture and pursue other obligations besides their job commitments.





**Table 10 Correlation Matrix**

		Job Flexibility	Job Sharing	Telecommuting	Compressed Work Weeks	Employee Performance
Job Flexibility	Pearson Correlation	1				
Job Sharing	Pearson Correlation	.627**	1			
Telecommuting	Pearson Correlation	.505**	.422**	1		
Compressed Work Weeks	Pearson Correlation	.563**	.625**	.531**	1	
Employee Performance	Pearson Correlation	.753**	.660**	.603**	.613**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	158	158	158	158	158
** Correlation is significant at the 0.01 level (2-tailed).						

**Multivariate Regression Analysis**

This section presents the finding of multivariate regression analysis to test whether flexible work practices could predict employees’ performance of electricity generating companies in Kenya. The results of model summary presented in Table 11 show R-square = 0.675 which implied that flexible work practices which include job flexibility, job sharing, telecommuting and compressed work weeks accounted for 67.5% of the variation in employees performance. The finding established that flexible work practices had a strong explanatory power on employees’ performance in electricity generating companies in Kenya. The findings supports those of Muchiti and Gachunga (2015) findings showed that flexible working schedules positively increased employee productivity to a very great extent. The study recommended that organisations that seek to enhanced employee productivity should adopt flexible working schedules.



**Table 11 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 <sup>a</sup>	.675	.651	.42524

a. Predictors: (Constant), Compressed Work Weeks, Job Flexibility, Job Sharing, Telecommuting

**Source: Researcher (2019)**

The study used ANOVA to test whether the regression model used to link flexible work practices (job flexibility, job sharing, and telecommuting and compressed work weeks) to employees’ performance was statistically significant and could be used in predicting the effect of flexible work experience on employees performance. The results show F-statistics =27.539, p=0.000 which confirmed that model was statistically significant had a goodness of fit. The finding also showed that flexible work practices were significant predictor variables of employees’ performance of electricity generating companies in Kenya.

**Table 12 Analysis of Variance (ANOVA)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.920	4	4.980	27.539	.000 <sup>b</sup>
	Residual	9.584	153	.181		
	Total	29.504	157			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Compressed Work Weeks, Job Flexibility, Job Sharing, Telecommuting

**Source: Researcher (2019)**

The results of the regression coefficients presented in Table 13 show that job flexibility had coefficient  $\beta = 0.426$ , p-value= 0.000. The study finding confirmed that job flexibility had a positive effect on employees’ performance in the electricity generating companies in Kenya. The findings show that a unit increase in job flexibility would result to 0.426 units change in employees’ performance. These findings are consistent with those of Njiru (2016) who revealed that established many organisations had adopted flexible work practices which significantly influenced employee performance.

The results of the regression coefficients show that job sharing had coefficient  $\beta = 0.196$ , p-value= 0.023. The study finding confirmed that job sharing had a positive effect on employees’ performance in the electricity generating companies in Kenya. A unit increase in job sharing would result to 0.196 units change in employees’ performance. The finding are consistent with those of Crampton, Douglas, Hodge and Mishra (2013) who surveyed 470 employees working in business organisation in Michigan region in the United States of America and showed that that there a positive attitudes towards job sharing and also established that significant relationship between job sharing and employee performance.



The results of the regression coefficients show that Telecommuting had coefficient  $\beta = 0.188$ , p-value = 0.031. The study finding confirmed that Telecommuting had a positive effect on employees' performance in the electricity generating companies in Kenya. A unit increase in telecommuting would result to 0.188 units change in employees' performance. Brügger, Feichter and Haesebrouck (2017) study also found that employees that should be allowed to telecommute are those that are highly motivated and can focus on a task from remote locations. Employees that telecommute show high efforts in the tasks compared to employees that stay in the office.

The results of the regression coefficients show that compressed work weeks had coefficient  $\beta = 0.001$ , p-value = 0.993. The study finding confirmed that compressed work weeks had an insignificant effect on employees' performance in the electricity generating companies in Kenya. The study finding failed to concurs with those of Sundo and Fujii (2015) who found that compressed work significantly the amount of work from a single employee and distributed it to two employees hence enabling them to focus on various life roles besides their jobs.

**Table 13 Regression Coefficients**

	B	Std. Error	Beta	t	Sig.
(Constant)	0.813	0.319		2.55	0.014
Job Flexibility	0.426	0.100	0.456	4.255	0.000
Job Sharing	0.196	0.084	0.263	2.342	0.023
Telecommuting	0.188	0.085	0.261	2.216	0.031
Compressed Work Weeks	0.001	0.112	0.001	0.009	0.993

a Dependent Variable: Employees Performance

*Source: Researcher (2019)*

## CONCLUSION

The study finding showed that flexible work practices had a significant effect on employee performance in electricity generating companies in Kenya. The study concluded that flexible work practices play a critical role in helping employees achieve a balance between work responsibilities and personal commitments. Today work environment has changed and employees are demanding more in terms work life balance. Organisations on the other hand are adoption work policies and activities that enable employees to achieve a balance or equilibrium between time spend working and time devoted to other life roles to maintain the sense of harmony are referred to as flexible work practices. The study concluded that job flexibility, job sharing and telecommuting are example of effective work place activities and practices that modern organisations are increasingly adopting to increase job satisfaction, work commitment and high employees productivity. These practices lead to healthy balance between work and other life roles.

## RECOMMENDATION

Based on the findings the study made the following recommendations. First the study recommends that organisations through the Human resource department should invests in activities and practices that will ensure the employees achieve a healthy balance between work and their life outside their work. This work life balance contributes significantly on state on mind of employees and ensures they achieve productivity levels in their tasks.



The study further recommends that all organisations that seek to achieve work life balance that improves employee performance must put in place relevant work place policies that will ensure that all employees their work life demands are protected.

In term of job flexibility, the study recommends that organisation and companies should adopt work practices that flexible in terms of allowing employees' freedom to improvised schedule that blend with their non-work related responsibilities. These practices may include practices that allow employees to work remotely without necessarily coming to the office. Management should further ensure that they encourage employees to do individuals work at home and only come to the office when they have group related duties. The study further recommends that management of the organisations should encourage job sharing where majority of the employees are part timers. This will helps in reducing cost and ensuring that work that could take longer being done by one person is handled faster by people working on part time basis at reduced cost. Finally the study recommends that electricity generating companies in Kenya and any other organisation that intend to achieve high work balance should do so through compressed work weeks. This will allow employees extra days in a week to handle non-work related personal commitments. This sense of health harmony between work and life roles enhances employees' performance in the long run.

### **CONFLICT OF INTEREST**

No potential conflict of interest was recorded by the Authors

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