

Effects of Flexible Work Arrangements on Employee Performance among Non-Teaching Employees in Selected Public Universities, Western Kenya

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ABSTRACT

Globally, workplaces face numerous challenges in enforcing flexible work arrangements for their employees, leading to burnout, dissatisfaction, stress, and poor performance. Generally, organizations have to develop strategies that retain attract, and improve performance. Malleable work arrangements have become significant in the current digital technology innovation ensuring employee performance. Specifically, the study assessed the effects of flexible work arrangements and performance among non-teaching employees in selected public universities in Western Kenya. Flexi-time and job sharing were used as construct measures and two theories: spill-over and social exchange were anchored. The study embraced philosophical research into positivism. The study used a cross-section survey research design. The target population was 3538, where stratified random sampling techniques were exploited. The Yamane's formula calculated a sample size of 343 respondents. The questionnaire and interview schedule were utilized as collection instruments. A pilot study was examined at the University of Eldoret. A Cronbach's alpha tested the reliability of instruments. Validity was tested using content analysis and expert Judgment validity. Data was analyzed using SPSS version 27. Descriptive statistics - frequencies, percentages, means, and standard deviations- and inferential statistics - Pearson's correlation and regression analysis- were used. Interview data was analyzed using content analysis and expert judgment. The findings of the study disclosed a strong positive evident relationship between flexible work arrangements and performance (t -statistic=22.385, p -value=0.001 < 0.05). The study recommends that public universities and governments embrace flexible work arrangements and develop policies to safeguard public employees and other companies.

Keywords: Flexible Work Arrangements, Performance, Public Universities

I. INTRODUCTION

Globally, organizations are experiencing skyrocketing global rivalry, economic uncertainty, and concerns about delivering quality performance and attracting and retaining high-quality employees. Thus, the growth in the availability of stretchy work schedules has been stirred by demographic forms and variations in statutes. More employees, particularly women, are balancing job demands with care responsibilities and a higher proportion of older workers seek to reduce work hours. Recently, United Kingdom regulatory reforms in the United Kingdom have endorsed industries to offer flexible working settings (Chandola et al., 2019). Khairunneezam et al. (2017) discovered that the performance of organizations has changed as a result of digital technology, advanced education, workforce diversity, and human resource practices. Including work environment support that has transformed the outlooks of both employees and employers, and the modification is seen in terms of developing flexible work arrangements that increase flexibility and responsiveness. Consequently, these have become two vital arrangements of organizational approach in managing uncertain business environments (Azar et al., 2018).

Betcherman et al. (2023) stress that Germany had an entrenched make-shift work schedule and therefore the staff were not affected by the COVID-19 crisis. Yet, many establishments have flexible working hours for employees due to the benefits of flexibility for both employee and employer. However, they emerged as a significant concern in the early 20th century, both in Europe and the United States of America, hence the assertion that employees face demands in balancing the needs of their professional lives and familial obligations affecting performance.

Generally, from a global perspective, performance is significant in higher education institutions' attainment, especially by effectively practicing human resource practices related to employee performance. Meanwhile, flexible work arrangements of late have expanded the care of academicians and practitioners to enhance performance. Sabir and Dousin et al. (2019) confirmed that teaching staff members' performance, motivation, and job satisfaction had a strong relationship with work-life strategies in both private and public universities in Kurdistan, Iraq. Moreover,

Carvalho (2020) noted that organizations have exploited the flexibility in work policies in Brazil. Still, there is no recognized regulation concerning distant working or flexible working hours, which may stimulate insecurity for organizations executing those practices.

African countries have viewed performance as a strategy engaged in progressive education in rising markets yet to be deliberate (Suknunan & Maharaj, 2019). Further, in Africa, a study of twenty top universities showed that flexible work arrangements have actual positive consequences on institutional performance. Therefore, refined and influential infrastructure systems are desirable in leading institutions, additional human resources practices, and research. Hashim et al. (2017) revealed that technological progress has evolved into a 24-hour working organization where there is a thin disparity line isolating duty at the workplace and personal issues. Therefore, this resulted in an evidential transformation from regular working weeks towards unlawful standard arrangements without interfering with the well-being and practices linked to employee performance. In Bangladesh, Rahman (2019) noted that impediments that prevented female employees from achieving profession in their line of work were the lack of inflexible institutional policies.

Mainly, the standard quality between working hours is no longer suitable for customers or employees, and technology has blurred work and personal time. Many firms in Western nations admit the significance of promoting the work-family ethos and implementing policies like flexible working hours to enhance employee satisfaction (Wong et al., 2017). Kumar and Chaturvedi (2017) argued that achieving flexibility within work-life proportion provides employees with greater autonomy over when, where, and how they perform their job duties. Notably, Singh (2018) supported that hectic work schedules result in employees suffering from physical, psychological, and emotional fatigue. Broadly, the consensus illustrates that the performance of employees is not impressive; there is no significant quality level specified by customers unless employees have a flexible work-life proportion. Hence, the established knowledge gap within independent and dependent variables is to improve employee health and increase performance in selected public universities in Western Kenya to improve government compensation policies.

In the Kenyan view context, Waiganjo et al. (2016) established the outcome of a similar study in the banking industry. The Commission of Higher Education (CUE, 2017) in Kenya exposed that more than 60% of public universities adopted flexible working practices for operations continuity and safety measures for both teaching and non-teaching tasks. Moreover, Covid-19 status compelled the government to direct employers to work on a thin staff and inspire staff to work from home as a virus minimization measure. Further, teleworking, flexi-time, contract work, part-time jobs, constricted work weeks, controlled scheduled meetings, and term time working are measures of flexibility in work arrangements (Omondi & Obonyo, 2018; Mwangi et al., 2018).

Ogechi et al. (2020) in their study identified that there was a strong positive relationship between negotiable work arrangements as a construct of work-life balance and performance in banking institutions. Additionally, it indicated that flexible work arrangements increase employee performance and recommends that the administration ensure and create flex work policies to enhance performance. Amoro (2021) concluded that to motivate employee performance, the human resources department should reevaluate its approaches to flexible arrangements, the organization's wellness, programs, job sharing, and employee health. Hence, the management under study raises modern policies on work and centered life and cascades down to departmental.

1.1 Statement of the Problem

According to Odhiambo (2018), Kenyan public universities have been mandated to drive economic growth and generate new knowledge through research and innovation (Owiti, 2016). Student enrollment in Kenyan public universities has increased from 546,699 students in 2020/2021 to 562,066 students in the academic year 2021/2022 and is projected to be 600,000 students in 2022/2023 (CUE, 2017). Non-teaching employees in Kenyan public universities are crucial in supporting academic and administrative functions for better performance. However, public universities in Kenya are facing challenges of government-reduced funds, deficient staffing, shortage of lecture halls, poor learning environment, obsolete tools and equipment, and dilapidated infrastructure affecting employee performance (CUE, 2017; Mwathi & Nzulwa, 2019; Agili et al., 2020; Kariuki, 2018).

This has culminated in a heavy workload, annual leave postponement, absenteeism, poor work quality, increased stress, low alertness, poor health, and reduced performance (Kereto, 2021). Further, this resulted in industrial actions including strikes, going slow, and delayed salaries, despite signing the Collective Bargaining Agreement (2017–2023) for non-teaching with the employer (Serem & Ongesa, 2023). Odhiambo (2018) and Kagundu and Marwa (2017) strengthened that the attempts made by the Kenyan government to improve the performance of non-teaching staff in universities have not yielded sufficient results (Odhiambo, 2018). Previous studies on flexible work arrangements and employee performance have been limited to specific attributes, as stated by Dousin et al. (2019), Shah et al. (2020), Ogechi and Nweke (2019), and Opuko and Munjuri (2017). In addition, other

studies have explored the variables but drawn their respondents from different sectors among banks, hospitals, industries, private universities, and hotels in Kenya (Kipkoech, 2017; Oyiolo, 2018; Mwaniki, 2022). Hence, current studies are characterized by various research gaps and methodological, contextual, and conceptual gaps. Yet, researchers in Western countries have examined similar studies, but very little has been done in public universities. Therefore, this has prompted this study of flexible work arrangements on employee performance among non-teaching employees in selected public universities in Western Kenya.

1.2 Research Objective

To assess the effect of flexible work arrangements on performance among non-teaching employees in selected public universities, in Western Kenya

1.3. Research Hypothesis

Ho1: Flexible work arrangements have no significant effect on performance among non-teaching employees in selected public universities, in Western Kenya.

II. LITERATURE REVIEW

2.1 Theoretical Literature Review

2.1.1 Spill-Over Theory

Spillover theory is about the response of employees' work performance and life as contented by Piotrkowski in 1979 (Piotrkowski & Rapoport, 1987). Spillover theory also known as spillover effect brings a relevant framework for understanding the changing aspects of work and non-work domains in the setting of flexible work performance at the workplace. Shi & Wang, (2022) describe spillover theory as the experiences, attitudes, and behaviors in one area that can spill over and influence other areas. Moreover, it proposes that the consequences or outcomes of an action or event can extend beyond the instant or intended boundaries.

According to Okemwa (2022), the spillover occurs between duty obligations, social responsibilities, and individual needs. It further ascertained that the spillover outcomes are either positive or negative in employee performance depending on the flexibility and inflexibility in the demands of various domains (Mungania, 2017). Flexible work arrangements enable employees to incorporate and meet work obligations and personal tasks within the time and space scheduled leading to improved employee performance. Negatively, when work demands and family or personal responsibilities are rigidly integrated in terms of space, and time resulting in either work and family or work conflict (Lakshmypriyak & Ramakrishna, 2016). Positively, spillover occurs when interactions among or between family, personal, and professional obligations are done with flexibility. This has been the subject of numerous studies, albeit with conceptual and methodological gaps that vary by context. The present study determined the theoretical knowledge gap to improve the employee work-life balance and increase performance.

2.1.2 Social Exchange Theory

The American sociologist George Homans indicated the origin of social exchange in "Social Behaviour as Exchange" in 1958. Homans established a structure built on a combination of behaviorism and basic economics. Hence, it became a significant paradigm in investigating working relationships. Employee working relations are shaped based on different cost-benefit analyses, so that employees tend to repeat actions rewarded in the past, and the more often a particular behavior has been rewarded, the more likely its recurrence (Homans, 1958). However, Blau (1964) affirms that employees participate in give-and-take relationships with their employers. Additionally, Chernyak and Rabenu (2018) opine that in organizational settings work interactions are part of source information, the socialization process, necessary for effective performance, and grounds for friendly support and networking.

However, Miller (2019) describes social exchange theory as an emotional and cost-effective model of human behavior. Therefore it offers justification for the procedures that individuals use to make and uphold associations with family, friends, colleagues, and strangers. Subsequently, it is a cost-benefit investigation that weighs the risks and rewards of pursuing or continuing a relationship. Blaus (1964) noted that social exchange theory has frequently been used to explain the portrayal of flexible work arrangements and performance (Avgoustaki & Bessa, 2019).

Mostly, social exchange theory has been effectively functional in employee-employer relationships over the last five decades. This has been viewed as a revolution of an economic exchange relationship into a high-quality social exchange relationship through sharing reactions (Cropanzano et al., 2017). Social exchange theory is the positive interaction that takes place between an employer and an employee within an organization, which has an impact on

performance. According to this theory, an employee expects the employer to furnish specific monetary or non-monetary incentives in exchange for adhering to the organizational policies and fulfilling their assigned duties. The social exchange involves the reciprocal provision of goods or services between two or more individuals to maximize advantages while minimizing disadvantages (Brunneto et al., 2013). This encompasses the provision of rewards or benefits in return for employees' contributions to the workplace. The researcher investigated the effect of social exchange theory on the independent variable of flexible work arrangements about performance.

2.2 Conceptual Review of Variables

2.2.1 Flexible Work Arrangements

These are systems of working that support employees with greater flexibility in their work through telecommuting, compressed work weeks, and flexible scheduling, among others. Stefanie et al. (2020) describe firms with stretchy work arrangements that realize immense variations in performance. Also, as employee access to flex schedules, parental leave, child care illustrates, and flexibility in work arrangements are mutually agreed upon between the employer and employee and involve the performance of work in a flexible manner, to benefit both parties. They also say elastic work arrangements can assist employees in increasing performance. Given Kenya's status as an underdeveloped nation, it is imperative to examine and implement flexible work arrangements in both private and public sectors to bridge the knowledge divide and assist employees in adapting to the ever-evolving nature of the current workplace.

Khattak et al. (2020) define work flexibility as the provision of practices and policies that grant employees a degree of autonomy about their working hours. Consequently, flexible working hours are gaining importance, with an increasing number of employers providing their staff with such opportunities. The advantages of flexible work hours contribute to enhanced organizational performance and a more favorable equilibrium between work and individual life. Shah et al. (2020) surveyed work engagement and flexible hours that affected team success in Pakistan. They found that psychological empowerment played a mediating role. According to the study, flexible work hours alleviate employees' stress levels and workload, which ultimately results in enhanced employee performance. Additionally, their research revealed that flexible work hours positively affect employee performance. Generally, flexibility encompasses teleworking, flex-time, compressed work weeks, part-time work arrangements, and employee job sharing.

According to Ogechi and Nweke (2019), inflexible work schedules and excessive working hours practiced in the Niger Delta Oil Industry, in Nigeria influences employee conflict between work and family obligations reducing performance. Flexible work arrangements afford workers the freedom to select convenient times to work, thereby potentially enhancing their overall performance. Therefore, workers recognize the importance of flexible work hours, especially when maintaining healthy work-life stability. A multitude of studies have been analyzed across various countries and work environments. The current investigation filled the contextualization void by analyzing research conducted at a subset of public universities in Western Kenya.

2.2.1.1 Flex-Time

Kipkoech (2018) found that giving workers the option of flexible hours generates a progressive effect on their work. Therefore, workers are to select flexible work times and locations that accommodate their preferences, fostering a sense of ease that may positively influence their performance. Additionally, Ngari (2019) affirms that flex-time provides employees with the flexibility to organize their work, which boosts their productivity. In any case, work-life equilibrium is improved through the adoption of flexible schedules in work arrangements, together with but not limited to; teleworking, employee job sharing, compressed work hours, and shift work. To foster performance, organizations should incorporate flex-time arrangements into their policies.

Furthermore, Ahmad et al. (2023) have established that employee commitment is substantially enhanced when the employer facilitates flexible working hours. On the contrary, skilled personnel perceive flexible work hours as a means to gain a competitive edge, and this perception subsequently influences their job routine (Bukhari *et al.*, 2018). Therefore, Mwebi and Kadaga (2015) endorse that flexible working time has an assenting upshot on employee work output.

2.2.1.2 Job Sharing

This refers to a configuration of work wherein two or more employees collaborate to carry out full-time responsibilities, and the allocation of working hours is shared among them. A theoretical job-sharing arrangement is one in which part-time, shift, or other work arrangements are restricted. Ifeoma (2019) states that in addition to enabling employees to attend to other familial or personal obligations, job sharing benefits employers by enhancing

employee performance, ensuring work continuity coverage during sick leave, vacation, and leave, and providing additional coverage during periods of high demand.

Mulanya and Kagiri (2018) surveyed working conditions' effects on work-life balance and employee performance in Constitutional Commissions in Kenya, and found that while less than thirty (30) working hours per week was the least amount of work-life stability that employees reported, less than thirty-five (35) hours per week was associated with lowest levels of emotional and physical well-being issues. However, overall work-life conflict is likely to be mitigated by part-time employment, as is skill discretion and autonomy, and performance is negatively impacted by lower compensation that is less secure.

2.2.2 Performance

The workforce constitutes the most valuable resource in the structures' of the organizational process of performance and goal attainment. Generally, performance is the organization's ability to adjust its inner ability and resources to attain its mission and vision. Tumunomiebi and Oyibon (2020) define employee performance as the degree of accomplishment that personnel attain in carrying out their job responsibilities. However, the range in which an employee's professional and personal life is compatible is a critical factor in determining an individual's performance. This indicates that organizations require strategies that foster performance in a dynamic work environment to achieve success. The tool for determining an organization's internal capability and resources to accomplish its vision and mission is employee performance. Additionally, it can be either fiscal or non-financial based on the metrics utilized for evaluation. Therefore, customer satisfaction, predetermined objectives, customer loyalty, cost reduction, and punctual delivery are measures to assess employee performance (Mutia, 2022).

Endri et al. (2021) note that if companies want to get better work from their employees, they are to use high-performance planning and human resources methods that motivate and inspire workers to do their best. Thus, research has demonstrated that the performance of employees is critical in deciding the level of organizational development. Similarly, the ability of employers to ascertain whether or not employees are satisfied with their daily tasks and schedules will have a substantial effect on their output and performance. The study specifically assessed the relationship between flexible work arrangements and performance among non-teaching employees in selected public universities, in Western Kenya.

2.2.2.1 Work Out-Put

Melayansari and Bhinekawati (2020) define competence as the degree to which inputs have been successfully converted into outputs or as the positive correlation between inputs and outputs. Exceptional performance efficiency within an organization is the foundation for other factors such as quality and profitability. When organizations achieve greater yield with reduced inputs, it demonstrates that employees are operating more. Authentically, upholding a harmonious work-life equilibrium will not only positively impact the physical well-being and familial relationships of personnel but also enhance their overall work productivity.

According to Ogechi et al. (2020), performance is correlated with the following factors: output value, output suitability, task presence, efficiency, and effectiveness of completed work. However, employee performance remains the focal point of every organization, which should implement strategies to boost performance and maintain competitiveness. Organizational focus should be directed towards employees' work-life balance strategies so that both performance and organizational objectives can be achieved.

2.2.2.2 Attendance

Makori et al. (2019) assert that an inadequate equilibrium between work and personal life yields prevalent repercussions, including increased absenteeism, distress, and substandard work quality. Work-related obligations or standards concerning the minimum number of hours employees must dedicate to work or work-related tasks are also recognized to affect the implementation of flexible work arrangements strategies within organizations (Thompson et al., 1999). Strong organizational norms regarding "face time" and "workaholic hours" result from the frequent conflation of working long hours with working diligently (Blair-Loy & Wharton, 2002). Thus, most employees desire to be perceived as diligent, so they rarely implement flexible work arrangements.

2.3 Empirical Review

Bagaskara et al. (2021) investigated the impact of work environment and flexible work arrangements on employee performance, and work-life balance served as an intervening variable in Telkom, Indonesia. The target population of 342 in the hypothesis test was engaged. The study employed online questionnaire distribution to reach a sample size of 175 respondents. As demonstrated by the research, flexible work arrangements enhance employee

performance and productivity efficacy in the Treg workforce, which benefits Telkom both directly and indirectly. Additionally, it was determined that to preserve the work-life equilibrium of its staff, Telkom should establish a policy governing working time limits. The present investigation examined the relationship between flexible work arrangements and employee performance. A previous study was conducted at Telkom, Indonesia, where there was a notable improvement in employee performance. However, due to the limited sample size and the resulting knowledge gap, the present study contributed knowledge to improve employee performance.

Obisi (2017) study investigated how flexible work schedules impact job performance in public school employees in Lagos State, Nigeria. The results showed a significant and favorable association between adopting flexible arrangements and enhancing worker productivity. The findings of the study revealed that flexible work arrangements allow businesses to maintain their viability in their operating environment by fostering improved employee performance, workforce commitment, and productivity, as well as lower operational expenses. The research was conducted in public schools in Lagos, Nigeria; nevertheless, the knowledge deficit regarding flexible work arrangements was investigated in Kenya to establish a more efficient operating environment.

Kipkoech's (2017) study examined the effect of flexible working programs on workers at Kericho Referral Hospital. The research incorporated theories that include spillover, self-determination, and Vroom's expectancy. In a descriptive research design with 111 hospital personnel as the target population, 104 were selected to participate through questionnaires as their primary data collection tool. Findings indicated that offering flexible work arrangements positively impacted overall productivity for this organization, contributing up to 22.9%. The study proposed that employees be motivated to improve their performance, and part-time and shift work should be implemented; additionally, additional research should be conducted on flexible time as a quick fix for schedule-related issues within an organization's control. Utilizing social exchange theory, component theory, and spillover theory, the current investigation assessed their relationship with employee performance.

Ngari (2019) investigated how work-life integration techniques, including teleworking, flexible scheduling, and leave entitlements, affected performance at non-state organizations in Nairobi County. The data was obtained randomly from a census survey of 64 respondents via a structured questionnaire. The study engaged in descriptive and inferential statistics. The study's findings and results identified that work-life integrated practices, including teleworking arrangements, flexible work schedules, and leave entitlements, had a strong impact on employee performance in non-state organizations. The researcher suggested that additional research be undertaken in various contexts to augment the existing body of knowledge that concerns flexible work arrangements, integration, and performance. Study area disparity in chosen public universities was investigated to formulate recommendations based on the findings. The knowledge gap was established to be adopted by the Kenyan government to develop attractive, flexible policies for employee retention in our country and to remain competitive in business.

Bett et al. (2022) examined the effect of employee performance and flexible work arrangements in agricultural cooperatives in Kericho County. The research engaged contagion theory, and a correlational research pattern was demonstrated. The study's target population was 210 employees, and a sample size of 137 respondents was determined and utilized for data collection. Primary data sources—structured and unstructured questionnaires—were exploited. Descriptive statistics were presented in tables using means, frequencies, percentages, and standard deviation. Utilizing correlation analysis, the hypothesis relationship between the variables was examined. The finding of the result revealed that when employee absenteeism decreased, service hours increased, and they were empowered to pursue new positions. The findings analysis indicated a strong and significant correlation ($R = 0.801$, $p < 0.05$). Specifically, the conclusion of the study showed that both teleworking and flexibility in work arrangements improved employee performance significantly.

The synopsis of the preceding examination disclosed that the argument on the relationship between flexible work arrangements and performance remains indecisive. Yet, a universal consensus is to be reached on the effect of flexible work arrangements on employee performance, pointing to the demand for further investigation of research on the relationship between the two variables. Therefore, the objective assessed the effect of flexible work arrangements on the performance of non-teaching employees in the selected public universities in Western Kenya.

2.4 Conceptual Framework

Diagrammatically is a planar presentation of relationships within variables under a study (Njeri & Mose, 2017). The study has the independent variable represented by two constructs such as flexi-time and job sharing that form flexible work arrangements. While the dependent variable had two constructs such as work output and attendance employee performance.

Independent Variable

Dependent Variable

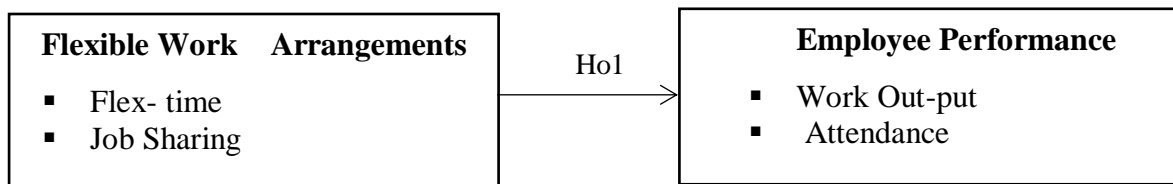


Figure 1
Conceptual Framework

III METHODOLOGY

Positivism research philosophy was found relevant to the study since the assumptions established were acceptable, valid, and legitimate. The target population consisted of 3538 non-teaching employees from eight selected public universities, in Western Kenya. A research design of a cross-sectional survey was adopted for the study. The sample size 343 was calculated using the Yamane (1967) formula. Questionnaires and interview schedules were utilized as the primary sources of data collection. The content and construct validity of the research instrument were engaged in this study a pilot study was conducted at the University of Eldoret, and the reliability of the research instruments was assessed using Cronbach’s Alpha. The collected data was cleaned, codified, and analyzed using the SPSS 27 version. The study engaged the descriptive and inferential approaches to statistically test the relationship between the independent and dependent variables. Descriptive statistics included frequency, percentages, mean, and standard deviation. The inferential statistical methods used were Pearson correlation and simple linear regression.

The examination utilized the following models;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where;

β_0 = Intercept/Constant.

Y= represents the dependent variable, level of performance.

ε = error term.

X_1 = Flexible Work Arrangements

IV. THE FINDINGS & DISCUSSIONS

4.1 The Response Rate

The respondents were provided with 343 questionnaires in total. The usable response was 343 in total. The response rate was thus 100%.

Table 1
Response Rate

Unit of observation	Data collection method	Target population	Sample size	Usable response	% effective response rate
Non-teaching	Questionnaires	3538	343	343	100%

4.2 The Reliability Results

The Cronbach alpha coefficient is more than the minimal needed value 0.70 resulting in an overall value of 0.896, which indicates a high level of internal consistency for our scale and that the instruments were dependable. The qualitative information obtained from the interview schedule was examined using a three-stage process: reduction, analysis, and generating conclusions. Data reduction was processed extracting essential information from oral interviews through transcription, thereby identifying the key concerns and distinguishing them from irrelevant ones.

4.3 Demographic Information

There is a hefty conception that the respondents’ demographic information is essential for the credibility and generalization of the results. The respondents were asked to give information about themselves on the following items: gender, and age, the results were presented in the following figures.

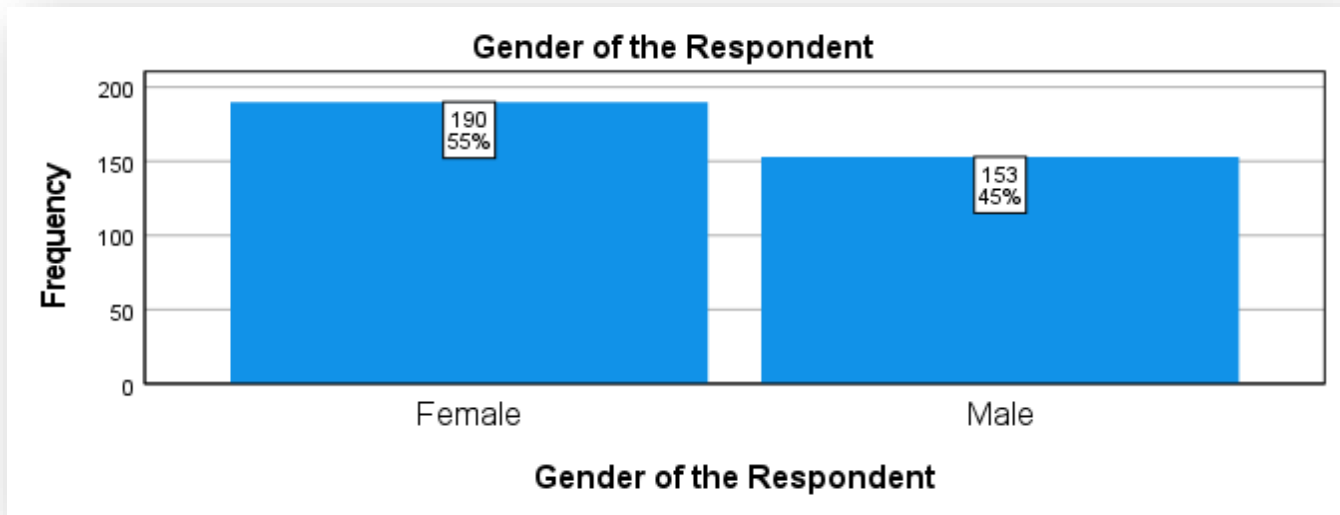


Figure 2
Gender of the Respondents

Results show 190 (55%) were female and 153 (44%) were male. The findings reveal that there was gender disparity in favor of female respondents compared to the male.

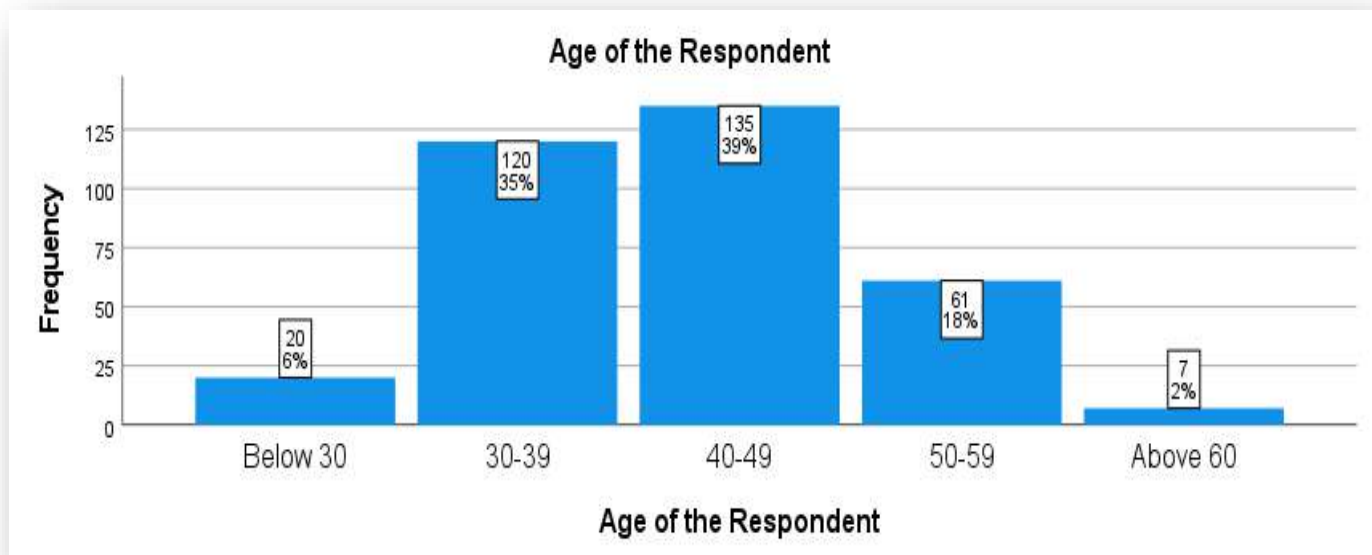


Figure 3
Age of the Respondent

This shows mixed-aged representation in departments of selected public universities, Western in Kenya. The age of 30-39 years coincides with the time when the majority of the employees are settling down in marriage, taking care of elderly dependants, and advancing their education, among others thus justifying the need to take up diverse flexible work arrangements strategy to address the necessary non-work responsibilities.

4.3 Descriptive Statistical Results

Data about the study variables were gathered using a Likert-type question with a five-point scale. Strongly Disagree (SD) = 1, Disagree (SA) = 2, Fairly Agree (N) = 3, Agree (D) = 4, and Strongly Agree (SA) = 5 comprised

the scale. While the researcher initially regarded individual Likert scale items as producing ordinal data, measuring a construct on a summative scale using a greater number of Likert scale items transforms the resulting Likert-type data into an interval scale (Carifio & Perla, 2007). The presentation of descriptive statistics of flexible work arrangements and employee performance was sought using the five-point Likert scale, in tables, percentages, frequencies, mean and standard deviation.

4.3.1 Flexible Work Arrangements

To assess the effect of flexible work arrangements on performance among non-teaching employees in Kenyan public universities, a survey was conducted using a five-point Likert scale. Respondents were asked to indicate their level of agreement with various statements, where 1 represented "Strongly Disagree," 2 represented "Disagree," 3 represented "Fairly Agree," 4 represented "Agree," and 5 represented "Strongly Agree." The collected data is summarized in Table 2, which presents the frequency (F) and percentage (%) of responses for each category.

Table 2
Flexible Work Arrangements

Statements	SCALE	SD	D	FA	A	SA	Total	Mean	StD
I start and finish a given task within the specified guidelines	(F) (%)	2 (0.6)	28 (8.2)	31 (9.0)	190 (55.4)	92 (26.8)	343 (100)	4.14	1.16
Extending the number of hours giving out services through work shifts influences the number of working hours I can perform my task.	(F) (%)	12 (3.5)	56 (16.3)	33 (9.6)	119 (34.7)	123 (35.9)	343 (100)	3.98	1.35
Job sharing positively affects my duty performance.	(F) (%)	30 (8.7)	36 (10.5)	44 (12.8)	159 (46.4)	74 (21.6)	343 (100)	3.82	1.19
Job sharing positively affects performance in terms of productivity	(F) (%)	25 (7.3)	27 (7.9)	51 (14.9)	115 (33.5)	125 (36.4)	343 (100)	4.02	1.30
Composite Mean and Standard Deviation								4.01	1.25

The interview with human resource management showed that work-life balance strategies have a strong link with the performance of employees. An employee who works under flexible work arrangements feels more motivated than one who works under a fixed work schedule. Further, most of those who work in hostel and accommodation, catering, library services security, health services, and those who have medical issues work in shifts. The flexible work arrangements are normally prepared by their supervisors for good supervision in agreement with employees. They have minimal absenteeism from their workplaces which improves performance output and improved attendance. In their own words, the respondents outlined the following;

"As a human resource manager work-life balance strategies have a strong effect on employee performance. Thus, they create good employee relationships with their supervisors and co-workers which increases work output. We have engaged a counselor who provides counseling services to our employees in case they have stressing issues they speak out to reduce that may affect performance. Recreational activities for example gyms, and sports clubs have been put in place to allow employees to go after work and keep their feet through sports activities that will keep the body fit and reduce health risks that may occur and affect performance."
(Interview, 2023)

It can be inferred that the item mean exerted a positive influence on the composite mean, given that it surpassed the composite mean by 4.01. In contrast to the variable, the item response exhibited a more limited range of variation, as indicated by the fact that the standard deviation of the item mean was below the composite standard deviation of 1.25. The results showed that responses centered on the mean and most of the respondents were in agreement with the flexible work arrangements statements regarding the non-teaching employee performance in the selected public universities. This is supported by preceding studies that work-life balance is particularly construed as the ability to expeditiously make decision-making in a portioning of time at work and life (Muzaeni et al., 2020). Moreover, Oyiolo (2018) insists further that flexibility in working hours enhances employee motivation in performance. This is aligned with Kipkoech (2018) that flexibility in working involves working in shifts, part-time, and crushed hours that aid an employee in achieving a balance between work and family during essential hours which is normally a fixed period between starting time and finishing time.

4.3.2 Employee Performance among Non-Teaching Employees

The study went on to examine the level of employee performance among non-teaching employees; the dependent variable. This was also done on a 5-point likert scale as presented in Table 3.

Table 3

Employee Performance among Non-Teaching Employees

STATEMENTS-	SCALE	SD	D	FA	A	SA	Total	Mean	StD
I can meet deadlines.	(F) (%)	6 (1.7)	19 (5.5)	37 (10.8)	189 (55.2)	92 (26.8)	343 (100)	4.22	1.20
The tools I use in my duty performance enhance my work output.	(F) (%)	11 (3.2)	35 (10.2)	30 (8.7)	157 (45.8)	110 (32.1)	343 (100)	4.62	1.23
I can easily make arrangements to attend to my duties in case of a problem.	(F) (%)	10 (2.9)	51 (14.9)	65 (19.0)	137 (39.9)	80 (23.3)	343 (100)	4.16	1.49
My performance has improved because I get time to attend to my duties and personal life.	(F) (%)	4 (1.2)	29 (8.5)	34 (9.9)	137 (39.9)	139 (40.5)	343 (100)	4.49	1.26
Composite Mean and Standard Deviation								4.37	1.30

The human resource management interviewee stated the following;

“Most of the employees complete their tasks and adhere to deadlines by the established annual objectives. This is demonstrated by the fact that the majority of their performance evaluation targets are achieved above average. We recommend that consumers lodge complaints if our employees provide substandard services. We have a limited number of customer complaints regarding the delivery of our services.” (Interview, 2023)

It can be concluded that the item mean exerted a positive influence on the composite mean, given that it surpassed the composite mean by 4.37. In comparison to the variable, the item response exhibited a more limited range of change, as indicated by the fact that the standard deviation of the item mean was below the composite standard deviation of 1.30. The results showed that responses centered on the mean and most of the respondents were in agreement with the flexible work arrangements statements regarding the non-teaching employee performance in the selected public universities. The study findings concur with Ogechi et al. (2020) who stated that performance is associated with output, timelines of output, and attendance on the task. Hence, Gitongu et al. (2016) clarified employees' performance signifies organization out. Thus, performance is the outcome of the employee's capability, multiplied with support from the supervisor and effort put in which is related to the study findings.

4.4 Inferential Statistics Results

4.4.1 Regression Analysis Results

To establish the effect of flexible work arrangements on employee performance among non-teaching employees in the selected public universities in Western Kenya. The simple linear regression test was employed to establish this. The study exploited a null hypothesis that was evaluated at a significance level of 0.05.

Ho3: Flexible work arrangements have no significant effect on performance among non-teaching employees in the selected public universities in, Western Kenya.

The results are shown in Table 4.



Table 4
Flexible Work Arrangements and Employee Performance

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.771a	.595	.594	.67393	.595	501.098	1	341	.000
a. Predictors: (Constant), Work Arrangements									
ANOVA ^a									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	227.589	1	227.589	501.098	.000b			
	Residual	154.875	341	.454					
	Total	382.464	342						
a. Dependent Variable: Employee Performance									
b. Predictors: (Constant), Flexible Work Arrangements									
Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.		
		B	Std. Error	Beta					
1	(Constant)	.833	.133			6.281	.000		
	Work Arrangement	.765	.034	.771		22.385	.000		
a. Dependent Variable: Employee Performance									

The results of the study indicated that flexible work arrangements had a substantial impact on the performance of non-teaching staff in the public universities that were selected for the analysis in Western Kenya (t-statistic=22.385, p-value = 0.001 < 0.05), as shown in Table 4. Therefore, based on the calculated significance level of 5%, the null hypothesis was rejected, indicating a statistically significant association between flexible work arrangements and performance among non-teaching workers at the chosen public institutions in Western Kenya. Hence, the null hypothesis was refuted with a significance level of 5%, indicating a substantial correlation between flexible work arrangements and performance among non-teaching staff in the chosen public institutions in Western Kenya. Therefore, an increase of one unit in flexible work arrangements was associated with a 0.765 increase in the performance of non-teaching staff. Based on the regression Coefficient data findings, the subsequent equation was derived for the basic linear regression model:

Thus the model equation is

$$Performance = 0.833 + 0.765 * flexible\ work\ arrangements$$

The alternative hypothesis is supported, hence rejecting the null hypothesis that flexible work arrangements do not have a major effect on the performance of non-teaching staff in public institutions in Kenya. The assertion stated is supported by Obisi's (2017) research, which demonstrates the implementation of flexible work arrangements has a positive effect on an organization's long-term viability within its operational context. This is achieved through enhanced employee performance, heightened worker dedication, and greater productivity. This finding is consistent with the outcomes documented by Bagaskara (2021), which suggest that flexible work arrangements yield favorable outcomes in the terms of employee performance. More precisely, the method improves work achievements and efficiency among Treg employees, resulting in direct and indirect benefits for Telkom. The findings are additionally corroborated by the study done by Mwebi and Kadaga (2015), which exhibited a noteworthy and favorable association between flexi-time work arrangements and organizational performance. These findings align with the outcomes of a study established by Opuko and Munjuri (2017), which revealed a noteworthy and favorable association between adaptable work methods and job effectiveness within the transportation and logistics sector. The study surveyed by Bett et al. (2022) yielded similar results, indicating that the implementation of flexible work arrangements leads to a reduction in absenteeism, an increase in service-providing working hours, and the ability for employees to pursue alternative employment opportunities. Hence, the results demonstrated a statistically significant and favorable association between employee performance and flexible work arrangements (R = 0.771, p < 0.05).

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusions

Descriptive analysis realized that flexible work arrangements significantly correlated with performance in chosen public universities. Regression analysis revealed that flexible work arrangements significantly affected performance among non-teaching workers in picked Kenyan public universities, in Western Kenya (t-statistic=22.385, p-value = 0.001 < 0.05). The study findings result of linear regression analysis disclosed a strong relationship between flexible work arrangements and performance, with one unit increase in flexible work arrangements association with 0.765 in performance. Hence, it established a positive spillover theory through job sharing, output that affects performance. However, Kenyan public universities should embrace flexible work arrangements to improve employee performance.

5.2 Recommendations

These findings recommend that human resource management develop new strategies to improve flexible work arrangements to effectively increase commitment levels in public institutions within their respective counties. The researcher declares that additional investigations could be undertaken in many contexts to augment the research outcomes about flexibility in working and its effect on organizational performance. The study recommended improved flexible work arrangements through ICT Infrastructure.

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