

**EFFECT OF FLEXIBLE WORK SCHEDULES ON EMPLOYEE
PERFORMANCE AT SAFARICOM PLC**

BY

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DECLARATION

This project is my own work and it has not been used or submitted in any other college for the award of any degree.

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


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ABSTRACT

The issue of flexible work practices has received considerable attention since the early 1980s with policies such as labor market deregulation to remove constraints on the form of employment contracts which employers can offer. This research sought to ascertain how workers' job performance at Safaricom PLC was impacted by flexible work schedules. The research was built on the psychological contract theory and the spillover idea. The study utilized a descriptive research methodology and had a single organization as its subject. In descriptive research design studies that additionally make an effort to connect variables, it is appropriate to explain and describe how things relate to one another. 1470 employees from various divisions of Safaricom PLC made up the target audience. The primary data was coded and input into SPSS. The descriptive elements of the research were examined using descriptive statistics composed of means, frequencies, standard deviation, and percentages. The purpose of the research was to ascertain how flexible work schedules influenced employees' performance on the job at Safaricom PLC. The study incorporated four dimensions of flexible work schedules: telecommuting, compressed hours, part time and flexi work arrangements. Data analysis comprised of descriptive and inferential analysis. Based on descriptive statistics, the study found that majority of employees (54.1%) at Safaricom Plc are fulltime employees with majority of those who participated in the study being attached to human resources division (40.2%). In regard to inferential statistics, the study established that telecommuting has a positive ($B=0.248$) and significant effect ($\alpha=0.000$) on employee performance. As a result of practicing telecommuting, employees achieve a huge saving in time and commuter costs hence becoming more productive. In addition, telecommuting causes employees to dedicate more time to work as they can easily work early or late, off the set official hours. Additionally, telecommuting lowers absenteeism in proportion to the number of days an employee shows up for work. Compressed hours have a favorable ($B=0.293$) and substantial ($\alpha=0.000$) impact on employee work performance, according to the figures calculated. According to the research, working compressed hours affects both an employee's performance during a certain time period and the number of hours they put in to help the company succeed. Compressed hours also guarantee that workers have ample time to participate in extracurricular activities, which improves job satisfaction and performance. The results demonstrate that working part-time has a favorable ($B=0.213$) and substantial ($\alpha=0.000$) impact on workers' job performance. Working a part-time schedule reduces an employee's concerns about stress, which improves attention and increases each employee's production. Additionally, part-time employment in the telecommunications industry gives the individual less autonomy, which has an impact on how much work they are required to do. The results show that flexible work schedules significantly and favorably affect employee performance ($B=0.606$, $\alpha=0.000$). Flextime is one professional service delivery method identified by the research as having an impact on the volume of favorable customer feedback. Perhaps giving employees greater flexibility in arranging personal obligations at either end of the workday would increase productivity. The research indicated that the features of a flexible work environment explain 43.2% of employee performance, with a moderate correlation between the two components of 0.658, based on the total impact of flexible working schedules on employee performance.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The issue of flexible work practices has received considerable attention since the early 1980s with policies such as labor market deregulation to remove constraints on the form of employment contracts which employers can offer (Rofcanin & Anand, 2020). This is intended to specifically increase flexibility both in the labor market and in employment. Key sources of flexibility in the workplace include emerging policies like use of self-employed and subcontract workers, the introduction of new working time arrangements, an increased number of non-permanent employees, lenient job boundaries and wage compensation systems (Cooper, Bartram & Cooke, 2019).

As countries continue to develop, employees are working longer hours and it's been continually proven that this is likely to cause damage to health and one's family life Cooper (2008). Flexible Work Schedules gives employees the leeway to choose what time they arrive at work and what time they depart. These schedules focus on allowing them to choose what days they come to work, where they work from otherwise known as telecommuting and are also aimed at helping employees manage their work life balance with great benefits to both employees and employers if well handled. According to Cole (2006), these schedules differ across countries, and they represent the expanse of control that employee or employer possesses have over working time in relation to how many hours one works in a certain duration and what time they do the work.

The demand for flexible work systems derives from the desire of organizations to control costs with an aim of obtaining competitive advantage and the need to acclimatize swiftly to changes in market demand. It also stems from changes in production technologies and

organization structures. Flexibility is one area of study that has fascinated organizational behaviors of scholars (Hayman, 2010). The main purpose of flexible work schedules, which include job sharing, compressed work hours, part-time employment, and shift work, is to assist employees in juggling their personal and professional obligations during the crucial hours, which are typically pre-set or fall between the earliest acceptable beginning time and the latest acceptable finishing time (Mungania, Waiganjo & Kihoro, 2016).

The psychological contract theory and spill over theory served as the foundation for this investigation. The psychological contract, developed by Chris Agyris in 1960, provides a structure for tracking the attitude of employee and their priorities on the performance-related aspects that are the subject of this research. This theory explains the employee-employer connection by examining how individuals' ideas impact their judgment and conduct in exchange interactions and how what employers do influences employees' behavior. This theory will guide this study since it focuses on reciprocity, or the idea that someone would do something out of obligation in exchange for a favor. The spillover hypothesis of Piotrkowski (1979; Zedeck & Mosier, 1990) focuses on how job responsibilities affect the micro-system of work and family, which may be either good or negative. This has an impact on the research because job flexibility allows people to combine and overlap work and family duties, creating a beneficial ripple effect that is essential for maintaining a good work-life balance.

The researcher selected Telecommunication industry, Safaricom PLC as a result of the company being recently ranked as a top employer and being the company with the highest value of market capitalization in Kenya. Flexibility in how employees work presents its own challenges like employee isolation, blurring home and work life balance,

tracking attendance and output among others. The study will therefore address the effect that Flexible Work Schedules have on employee performance at Safaricom PLC.

1.1.1 Flexible Work Schedules

Flexible work schedules entail arrangements that employers and employees come up with an aim to customize regular work patterns in a way that they meet the ever-changing needs. These changes may be variations in service and production demands or obligations in work or life. The objective is to achieve balance between a worker's obligations in their personal and professional life (Goudswaard, Verbiest, Preenen & Dhond, 2013). Flexible work schedules, as defined by Evans, Kunda, and Barley (2004), include giving employees the freedom to pick their own start and end times, working hours, days of the week, shifts, and locations. Another option for making it possible to complete work outside of the temporal or physical constraints of a "regular" working day as stated by (Rau, 2003). One component of flexible working practices that Waithira (2015) studied is the ability to reconcile the demands of family duties and work duties, that are directly linked to higher levels of organizational commitment.

The difficulty that often happens when people try to establish a balance between their job and family obligations may be lessened by flexible work schedules, which have been acknowledged as a way for employees to build a greater and meaningful balance between their social and work life (Shockey & Allen 2007). Flexible work schedules are often seen as a symbol of a company's dedication to its employees and their families as a whole (Allen, 2001). According to Shagvaliyeva and Yazdanifard (2014), considering how quickly family structures are changing, flexible working options make it simpler to balance professional and personal duties. They are thus becoming more and more

common in modern economies as people try to satisfy their personal and professional duties. Flexibility in work hours is becoming more and more popular as a consequence of advancements in the economy, technology, culture, and families. Flexible work schedules include things like teleworking, additional vacation days, condensed meeting schedules, condensed workweeks, absent autonomy reduced timelines, and flextime.

Flexibility in the workplace has been associated with better outcomes from employees, such as higher commitment to the organizational, motivation, and satisfaction with their job, as well as higher productivity and morale (Nadeem & Henry 2003). (2008) Melbourne. A workforce that appreciates flexibility and is more demanding of it has been established as a result of demographic shifts in the labor market. More and more workers are having trouble juggling their obligations to their families and their jobs. The generation of workers currently starting working has a stable attitude toward employment than prior generations (Deal, 2007). Employees who are seen to have more flexibility in their work schedules and locations may put in longer hours, according to Mungania et al. (2016). According to Mungania et al. (2016) findings, workers may work one additional day per week or a 60-hour week in place of a 52-hour week with scheduled hours when faced with a severe workload. The degree of employee control and flexibility in the workplace is a crucial factor in the decline in family-work conflict. A few examples of flexible work schedules are telework, part-time employment, reduced working hours, and flextime.

1.1.2 Employee Performance

Employee performance is defined as an individual's success at work after exerting the appropriate effort, which is connected to obtaining fulfilling job and having considerate

coworkers (Hellriegel, Jackson, & Slocum, 1999; Karakas, 2010). If a business wants to prosper, it must ensure that its employees have performance-driven objectives that are consistent with its vision. When this happens, the company transitions from being activity-driven to being more strategically and people-driven (Jena, & Pradhan, 2014; Mone, & London, 2014). Increasing employee performance helps both the company and the individual employee since excellent performance allows you to advance in your career (Siahaan et al., 2016). HR procedures have a favorable influence on people's productivity.

Igbinovia and Popoola (2016) see job performance as a collection of employee actions that may be investigated, followed, quantified, and evaluated. These processes have to correspond to the established organizational objectives. The accomplishment of corporate goals serves as the only metric for assessing an individual's performance level. Every company that is focused on success must regularly evaluate employee job performance. This is especially true since performance only includes acts that are relevant to an organization's goals (Rizwan, Waseem, & Bukhari, 2014). It is said that work performance has been accomplished when a person's abilities, competencies, aptitude, creativity, independence, skills, motivation, and devotion are united for effectiveness in focus. Additional essential traits include self-discipline, interpersonal skills, organizational training, and staff development. Excellent interpersonal skills, the ability to work autonomously, and the capacity to complete tasks both qualitatively and quantitatively are all indicators of successful job performance (Basahuwa, Unegbu & Yemisi, 2020). Businesses and organizations should aim to improve employees' performance by providing them with the skills and tools they need to deal with a variety of challenges and changing situations (Batarliene, et al., 2017).

At Safaricom PLC, the continuous performance management strategy aims to provide employees the possibility for ongoing personal growth while making sure they are aware of how their contributions impact the achievement of company objectives.

1.1.3 Safaricom PLC

Safaricom PLC is a leading communication company in Kenya and a digital innovator which provides several communication services including data, converged services, messaging, mobile voice and is pursuing the purpose of transforming lives. It was formed in the year 1997 and licensed in 1999 with the official launch being in October 2000. Safaricom PLC currently has a market share of 64.4% translating to 39.9 million customers as reported in the 2021 Annual Financial report. Safaricom PLC initiated Flexible Work Schedules when they put in place a Flexible Work Schedules Arrangement Policy in May 2012. Safaricom PLC currently has about 6,000 employees spread across the country with a majority working in retail shops.

Pre Covid, a good percentage of employees worked in call centers based in Thika, Eldoret and Mlolongo, Mombasa Road. The call center employees and employees working in support functions which are not customer facing have however been working from home since March 2020. The Safaricom Call Centers and Network Operations Centre operates 24 hours per day to ensure customers get access to service and support at any given time. Staff work in a shift pattern and have the option of changing shifts after seeking approval to enable them attend to personal needs. Retail shops employees work Monday to Sunday in different shifts depending on shop location. Employees in other departments work 40 hours per week.

1.2 Research Problem

In order for an organization to realize its organizational goals, employees need to go beyond their call of duty and perform. Employee performance is an important factor that determines which direction an organization takes in both the short and long term horizon because as an internal resource, employees are the ones with capacity to utilize other available resource optimally with the intention of realizing overall organization goals (Helmle, Botero & Seibold, 2014). Consequently, one of the human resource management objective is to enhance employee performance through adoption of appropriate HR practices. One of the HR practices that have been advocated due to its potential to affect employee performance is a flexible work schedule (Semlali & Hassi, 2016). Regardless of where the work is being done, an employee's skill, effort, and ability to work in a tranquil atmosphere all contribute to or are a result of their ability to accomplish their job well. Further, striking a balance between employee work and life demands, according to Mungania (2017), is one of the strategies that will enhance productivity. Under stable working environment, employees meeting life requirements have better concentration at work due to limited disruptions from life-related forces. In the current fast phase job market, the capacity to adopt a flexible work schedule might prove to be critical to avoid conflicts between an employee family and work life.

Most workers in Kenya's corporate environments spend more than 48 hours per week on job-related tasks, which makes it challenging for them to manage work, family, and other personal requirements (Mungania, 2017). Conflicts between work and personal life brought on by this imbalance are linked to long-term mental health problems including stress and depression and negatively impact employee performance. At Safaricom,

employees face work life balance problems as a result of increased time spent at workplace compared to at home. In certain cases, employees are forced to work till late in the night and report back early in the morning or even report on Saturdays which is a day for family bonding. All these inconveniences result in conflicting interests from home and work demands. Employee performance may be impacted in such a working environment. The past ten years have seen Safaricom adopt flexible work arrangements as one of its HR practices. What is unknown, however, is how having a flexible schedule has affected staff productivity. The goal of the present research is to ascertain the impact of flexible work schedules on employee performance at Safaricom PLC from this perspective. Indeed, a lot of academics are interested in learning how flexible work schedules affect employee performance.

A study by Muindi (2015) on “Work Life balance Practices Adopted in Horticultural Farms In Kenya” recommended that the farms should contemplate having more work independence and flexible working hours to ensure employees can organize their work in such a way that they are still able to attend to matters that do not relate to work during peak hours.

De Menezes and Kelliher performed a study in 2017 on individual performance, flexible working and employee attitudes in formal and informal contexts. According to the study, people feel stress when their ability to handle the demands of everyday life is outweighed by those expectations. According to a study carried out in Turkey by Erkut, Altindag, and FundaSiller, flexible work schedules are seen as being very useful for the development and sustainability of employee performance (2014). The lives of employees are becoming more difficult due to many duties for their families and personal life in addition to their employment (GrantolVallore & Donaldson, 2001).

The literature examined above makes apparent that several studies have made an effort to determine the effect of flexible work schedules on employee performance. But considering that no studies have examined Safaricom, there is a contextual gap. The use of flexible work arrangements including telecommuting, compressed hours, part-time employment, and flexi time varies widely as well. This research sought to ascertain the effect flexible work schedules had on staff performance at Safaricom PLC?

1.3 Research Objectives

The objective of this research was to establish the effect of Flexible Work Schedules on employees' job performance at Safaricom PLC.

1.4 Value of the Study

This study has stimulated interest of future researchers to undertake further investigation in the field of Flexible Working Schedules by identifying areas for further study. It has provided them with insights to support their arguments hence contribute to knowledge base. It will be cited in further study on flexible working schedules and their impact on performance.

The research will also aid in developing solutions that may be employed in the management of Flexible Work Schedules for successful employee performance and will provide information for policy formulation. The research has clarified the impact of flexible work programs on business performance, providing a foundation for policy creation that will lead to initiatives that are successful and relevant. Employee views on the implementation of Flexible Schedules will provide Safaricom PLC and other businesses with the knowledge they need to create and execute flexible working policies.

Findings from the study will provide government decision-makers with useful feedback for the Employment Act.

The study also helps potential companies in the country to understand how they can adopt Flexible Work Schedules, its benefits and inform on the challenges they would face as they do so. The study has revealed existing opportunities that HR practitioners can take advantage of to gain the most from the benefits that arise because of employers giving employees flexibility in their work and how they work. It will help in achievement of a better understanding of Flexible Working Schedules hence improve on the practice and achievement of organization goals.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides the theoretical underpinnings of the study, research from other scholars, and information about the relationship between flexible work schedules and employee performance.

2.2 Theoretical Foundation

The study was based on two theories, namely, the psychological contract theory proposed by Argyris (1960) and spill over theory by Jane Jacobs and John Jackson (1969).

2.2.1 Psychological Contract Theory

This idea serves as an example of a reciprocal exchange of hypothetical promises and commitments between employers and workers. Chris Argyris (1960) claimed that workers and their organization developed psychological contracts that allowed the satisfaction of each other's demands. He was the first researcher to use psychological contracts in the workplace. Employees will support the organization's right to progress if they see that management values their right to do so and encourages them to grow professionally and creatively (Mohamed & Nor, 2013).

The open-ended agreement that exists between an employee and an organization regarding what each expects to receive and give in return is what forms a psychological contract, according to Armstrong (2006). According to the theory, he continues, employees expect to be treated fairly as people, given work that takes advantage of their skills, fairly compensated for their contributions, able to demonstrate their knowledge, have opportunities for further development, be clear about what is expected of them, and receive feedback on their performance (Laulié & Tekleab, 2016). Additionally, the

employer expects that workers will give the company their all in all they do. That they will comply to and be totally committed to enhancing the organization's image in the eyes of its customers and service suppliers. According to this idea, even if they are just implied, a set of shared expectations governs the employer-employee relationship and is legally enforceable on both sides (Oberoi, et al., 2022). The second flaw in this idea is that the psychological contract is illogical, unwritten, and often not addressed or bargained, as shown by Beardwell (2007). It raises doubts about how binding this unwritten contract is, therefore both parties must express their expectations, come to an agreement, and, if at all feasible, get this recorded to make it enforceable.

2.2.2 Spill over Theory

According to this theory, there is a spread across many living spheres and the domains in a person's life are interwoven. Spillover involves much more than just translating a domain's cause and effect to another. Spillover means that a person's actions in one position might influence their actions in another (Grzywacz et al. 2007). According to the spillover idea, work and family are one cohesive entity. Young and Kleiner (1992) contend that since there is no distinct boundary between home and the workplace, what occurs there will likewise occur there.

According to the notion, normal behavior, feelings, and stress levels might spill over from the workplace to the home (Wilensky, 1960) and this overflow can be beneficial and detrimental at the same time. Spillover that is negative may also be harmful to both job and family, aggravating those who are attempting to balance these two aspects of their life. As a result, even if this theory ignores the problem of border management, it still has to be addressed.

2.3 Effect of Flexible Work Schedules on Employee Performance

Flexible work schedules focus on increasing the variation in the location of work, how long one works and the time one works. When flexible work schedules are implemented having in mind the interests of both employee and employers, they can increase effectiveness and of work and enable self-management of work time by individuals (Halpern, 2005; Kossek, 2005). Different types of flexible work schedules alter where and when work is done regularly in a way that is advantageous to both employers and employees and is as convenient and predictable as possible (Sloan, 2010).

The results of structural equation models by De Menezes and Kelliher (2017) demonstrate that informal flexible employment has average favorable indirect impacts, but that formal flexible work has average negative direct consequences. Furthermore, according to Al-Rajudi (2012), flexible scheduling helps an organization's employee retention while also lowering absenteeism and tardiness rates.

The findings by Kipkoech (2018) demonstrated that flexible work schedules significantly impacted employees' productivity in a workplace. Flexibility in working methods was shown to have contributed 22.9% to performance, whereas other factors that were not evaluated made up 77.1%. While temporary contracts, working shifts, and part-time employment were all significant positive indicators, flexible time was advantageous but not substantially connected to performance. The research recommended implementing short-term agreements, rotating shifts, and part-time employment.

Heejung (2007) argued that considered flexible work schedules as a need for achieving company goals including increased staff productivity, job satisfaction, and decreased

absenteeism. According to this study, flexible work schedules and employee job satisfaction are positively correlated. Thus, implementing flexible work programs in the company improves employee job satisfaction and their performance.

2.5 Empirical Studies and Knowledge Gaps

Since the early 1970s, flexible scheduling of work hours has been more common. Many workers now have the freedom to decide when to report for duty and when to leave the office outside of regular business hours. According to Robbins and Judge (2013), employee work-life balance rules may reduce absenteeism and increase the retention of highly qualified workers. Many independent contractors, particularly those in the creative arts sector, prefer working from home, according to Dessler (2013). Additionally, individuals that have access to current communication tools are working remotely more often.

Working dads' utilization of flexible work practices and job satisfaction were the subjects of Manne's (2014) study. According to the survey, workers would be more satisfied if flexible approaches are used to handle different tasks and responsibilities. According to a research by Sakwa (2008) on the variables influencing the usage of flexible work practices in Nairobi manufacturing enterprises, these practices are essential for boosting productivity, cutting costs, and limiting risk management. As a result, the outcome for the company including performance, absenteeism, and turnover suffer. This research suggests that having a family has a beneficial effect on an employee's performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The methods and procedures the researcher will employ to carry out the study are the main topics of this chapter. It includes the research design, the target audience, the data collection tools, the data collection processes, and the data analysis techniques.

3.2 Research Design

Within the confines of one company, a descriptive research methodology was used for the study. Studies that describe relationships between variables and report on those relationships are ideal for descriptive research (Burns & Burns, 2008). It will enable the researcher to get more thorough information on how employees perceive the impact flexible work hours have on their productivity. According to Kothari (2012), descriptive research investigations focus on specific predictions, the record of facts and traits linked to an individual, group, or circumstances.

3.3 Population of the study

Study population consists of all individuals who share certain traits (Kothari, 2004). The target population was 1470 employees of Safaricom PLC across various Divisions as detailed in Table 3.1. These employees are based at the head office in Nairobi

Table 3. 1 Population Distribution

Division	Number of Employees
Resources Division	89
Technology Division	749
Finance Division	299
Corporate Security Division	275
Corporate Affairs Division	58
Total	1470

Source: Safaricom PLC Human Resource Department (March 2022)

3.4 Sampling Design

Gall and Borg, 2003 recommends at least 30% of the population in determining sample size. In order to identify respondents for the research, stratified sampling and basic random sample procedures was used. First, Safaricom current five divisions were considered as strata from which the responders would be chosen. Because the population is diverse, stratification was employed to account for the perception of each strata in regard to the organizational climate.

The researcher used Slovin's (1960) method to establish how many responds would fall in each cadre.

n = Sample ize

N = Total population, i.e., the three cadres' targeted population

e = stands for error tolerance. The research will use a 95% confidence level, which will result in a 0.05 margin of error.

The formula below was used to determine the sample size;

$$n = \frac{1470}{1 + 1470 * 0.05^2}$$

$$n = 1470 / 4.675$$

$$n = 315$$

Thus, the sample size was comprised of 315 workers. The researcher proportionally calculated the number of targeted workers in each cadre so as to get the sample size for each cadre, with the goal of producing a total of 315 responses.

Table 3. 2: Sample Size Distribution

Population	Number	Sample size	Percent
Resources Division	89	19	6
Technology Division	749	161	51.1
Finance Division	299	64	20.3
Corporate Security Division	275	59	18.7
Corporate Affairs Division	58	12	3.9
Total	1470	315	100

3.5 Data Collection

Employees were surveyed with a questionnaire that had section A and B, to collect primary data. The use of questionnaires for this study is acceptable since they are an economical and effective way to acquire vast volumes of data quickly. The five-point Likert type scales on the online survey, which was carried out using Google Forms, ranged from one (the lowest point) to five (the highest point) (the highest point).

3.6 Data Analysis

Information was coded and entered into SPSS. Descriptive statistics made up of means, frequencies, standard deviation, and percentages were used to analyze the study's descriptive components. Regression analysis and correlations were utilized to make generalizations about the population. The impact of flexible work arrangements on

employee performance was investigated using linear regression analysis. Employee performance was the dependent variable, while various flexible work arrangements were the independent factors. The linear regression model to be used was:

In further detail, the regression took the form;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where Y = Employee performance

β_0 = Constant

X_1 = Telecommuting

X_2 = Compressed Hours

X_3 = Part Time

X_4 = Flexi-work arrangements; ε = Error Term

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction

The chapter provides the outcome of the findings from data analysis. The analysis followed the procedures stipulated in the previous chapter. The findings are in tandem with the data collected from primary sources using structured questionnaires.

4.2 Questionnaire Return Rate

The target population will be 1470 employees of Safaricom PLC across various Divisions in which 315 employees formed the sample size. Through Google Forms, the researcher delivered surveys to the intended respondents, who responded within a week. The research used the assumption that a greater response rate would result in a higher representation, which would allow for an effective generalization of the results.

Table 4. 1 Response Rate

Questionnaires	Number	Percentage
Filled and collected	246	78.1
Non-response	69	21.9
Total	315	100

The researcher managed to have 246 questionnaires filled from the 315 sent out constituting 78.1% response rate. As a result, it was decided that the response rate was acceptable for drawing conclusions on the research's topic. A score of 50% is considered adequate, a score of 60% is considered good, and a score of 70% is considered extremely great, Mugenda & Mugenda (2003). According to Bailey (2000), a response rate of 50% is deemed satisfactory while one of more than 70% is remarkable. The response rate of

78.1% was assessed to be very outstanding for the findings' generalizability based on the recommendations given by preceding researchers.

4.3 Demographic Information

The study's goal was to collect demographic data on workers' employment status, gender, job title, organizational division, and length of service with the same employer. All these variables help in determining the kind of information obtained from the respondents in regard to the study variables.

4.3.1 Employment Status

It is vital to establish the nature of contact that an employee has with the organization of interest. This helps in determining the quality of the data collected in regard to the study variables. Higher data quality means the findings are credible for generalization and policy formulation for implementation.

Table 4. 2 Employment Status

Status Category	Frequency	Percent	Cumulative Percent
Valid Full-time employee (Permanent)	133	54.1	54.1
Fixed Term Contract Employee	113	45.9	100.0
Total	246	100.0	

According to the report, more than half of respondents (54.1%) were full-time or permanent workers, while 45.9% worked on short-term contracts. According to the results, most of the respondents had long-term contracts with Safaricom Plc, thus they had knowledge on flexible work schedules and staff productivity over the study's period of time.

4.3.2 Respondents Gender

The gender diversity of the respondents is vital in inclusion and exclusion criteria for the study. Having a diversified point of view in aspects of the study boosts the degree of generalization. As a consequence, the research's goal was to determine the proportion of study participants who were of different genders.

Table 4. 3 Respondents Gender

		Frequency	Percent	Cumulative Percent
Valid	Male	137	55.7	55.7
	Female	109	44.3	44.3
	Total	246	100.0	

According to the results, it is clear that 44.3% of the survey respondents were women and 55.7% were men. The results suggest that answers to the relevant variables were provided by respondents of both the male and female genders.

4.3.3 Job Position

Employee designation informs the study on the nature of respondents' participation in decision making in regard to policy formulation and implementation as far as the factors of the study are concerned. In this regard, employees in management levels have the best capacity of informing a study on the best attributes in regard to the study factors.

Table 4. 4 Job Position

		Frequency	Percent	Cumulative Percent
Valid	Head of Department	54	22.0	22.0
	Senior Manager	81	32.9	54.9
	Manager	48	19.5	74.4
	Senior Officer/Engineer/Senior Accountant	38	15.4	89.8
	Officer /Customer Experience Executive	25	10.2	100.0
	Total	246	100.0	

As shown from the findings, 32.9% of the respondents were senior managers, 22% were heads of departments, 19.5% were managers 15.4% were senior officer/engineer/senior accountant while 10.2% were officer /customer experience executive. The findings implies that the responses collected reflected operational activities in the firm hence the findings are credible for generalization.

4.3.4 Business Unit

The study sought to identify the corporate divisions within the respondents' organizations. Table 4.5 presents the findings.

Table 4. 5 Business Unit

		Frequency	Percent	Cumulative Percent
Valid	Corporate Affairs/Corporate Security	46	18.7	18.7
	Human Resources	99	40.2	58.9
	Retail/Contact Centre	42	17.1	76.0
	Finance	37	15.0	91.1
	Technology/IT	22	8.9	100.0
	Total	246	100.0	

The findings shows that 40.2% of the respondents worked in human resource department,

18.7% in corporate affairs/corporate security, 17.1% in retail/contact centre, 15% in finance and 8.9% in technology/IT. This implies that the views from the respondents represented all the departments in the firm with more from human resources since the department is responsible for human capital management.

4.3.5 Employee Tenure

Employee experience in an organization informs the study on the degree of knowledge that a respondent has regarding the study subject. The findings are presented in table 4..

Table 4. 6 Employee Tenure

Number of years		Frequency	Percent	Cumulative Percent
Valid	1-5 years	55	22.4	22.4
	6-10 years	125	50.8	73.2
	More than 10 years	66	26.8	100.0
	Total	246	100.0	

It is clear from the data that beyond half of the respondents (50.8%) had been with Safaricom PLC for between six and ten years, more than ten years, and between one and five years. According to the statistics, respondents have strong experience regarding flexible work environments and employee performance since they have worked for the firm for a significant amount of time.

4.4 Descriptive Statistics

The study's objective was to determine how flexible work schedules affected workers' performance on the job at Safaricom PLC. Descriptive statistics was computed to establish the summary of responses in relation to the variables of the study. The mean shows the concentration of the responses along the scale measurement while the standard deviation shows the scope of spread in relation to responses.

4.4.1 Flexible Working Schedule

The respondents were asked to indicate some forms of flexible working schedules, as well as the extent to which they engage in different practices. The study used a scale of 1:0-20% to 5:81-100% in determining the degree at which respondents engaged in different working schedules.

Table 4. 7 Flexible Working Schedule

Statement	N	Mean	Std. Deviation
I spend at least 50% of their time working at/from home (Telecommuting)	246	4.167	1.1955
I am engaged in part time working	246	4.142	1.3000
I am enjoying flexitime	246	2.427	1.599
I am enjoying working in compressed hours (reducing working week by extending working day)	246	1.951	1.500
Valid N (listwise)	246		

As the findings indicate, it was established that a good number of the respondents spend at least 50% of their time working at/from home i.e telecommuting (mean=4.167,

SD=1.1955) while others opined that they are engaged in part time working (mean=4.142, SD=1.3). Additionally, the study found that some respondents enjoyed flextime (mean=2.427, SD=1.599) and also working in compressed hours (reducing working week by extending working day) (mean=1.951, SD=1.5) The standard deviations are greater than one implying that the variation in responses is significant.

4.4.2 Telecommuting

On a five point Linkert scale, with one being the least and five being the most, respondents were asked to indicate how much they agreed or disagreed with the assertions made about telecommuting.

Table 4. 8 Telecommuting

Statement	N	Mean	Std. Deviation
Employees achieve a huge saving in time and commuter costs while telecommuting hence becoming more productive	246	3.622	1.3338
Telecommuting reduces absenteeism by increasing the number of days a person shows up for work	246	3.183	1.4095
Working from home has an impact on productivity	246	2.968	1.5169
Telecommuting causes employees to dedicate more time to work as they can easily work early or late, off the set official hours	246	2.740	1.3513
Telecommuting contributes to employee work life balance	246	2.638	1.3565
Valid N (listwise)	246		

It was found that employees achieve a huge saving in time and commuter costs while telecommuting hence becoming more productive (mean=3.622, SD=1.3338) and that telecommuting helps in reducing absenteeism in relation to the number of days an employee attends work (mean=3.183, SD=1.4095). Furthermore, majority of the respondents were undecided on the fact that telecommuting affects performance in terms

of productivity (mean=2.968, SD=1.5169), as well as on the argument that Telecommuting causes employees to dedicate more time to work as they can easily work early or late, off the set official hours (mean=2.740, SD=1.3513). The study also established that it is not bsure whether telecommuting contributes to employee work life balance (mean=2.638, SD=1.3565). The findings thus imply that as much as telecommuting is an effective component of flexible work strategy, majority of employees are yet to establish its effect on employee performance.

4.4.3 Compressed Hours

Table 4. 9 Compressed Hours

	N	Mean	Std. Deviation
Employee performance throughout a certain time period is determined by compressed hours worked	246	4.468	.8648
Working fewer hours affects how many man hours a person puts in to help the company succeed	246	4.301	.9029
The employee's commitment in terms of time and hours worked is determined by compressed hours working	246	4.285	1.0103
Compressed hours working reduces stress related complaints by employees	246	3.809	1.1429
Compressed Hours working affects performance in terms of productivity	246	2.768	1.4023
Valid N (listwise)	246		

According to the findings, most respondents agreed with the claims that compressed hours working affects employee performance in a specific period of time and that compressed hours working determines the amount of effort in man hours utilized by employees to achieve success of an organization (mean=4.301). Additionally, the

research demonstrates that working compressed hours decreases stress-related employee complaints (mean=3.809, SD=1.1429) and decides the employee commitment in terms of time in hours worked (mean=4.285, SD=1.0103). However, the majority of respondents (mean=2.768, SD=1.4023) were split on whether working compressed hours had an impact on performance in terms of productivity. Based on descriptive statistics, the results suggest that reduced working hours significantly affect employee performance.

4.4.4 Part-Time Working

Table 4. 10 Part-Time Working

Statement	N	Mean	Std. Deviation
Working fewer hours reduces an employee's complaints about stress	246	4.232	.8894
An employee's performance at any given time is determined by their part-time employment	246	4.102	.8955
Less autonomy is provided by part-time employment in the health telecommunications industry, which reduces the amount of work that can be done by the employee	246	3.622	1.0687
The amount of jobs a worker completes in a particular time period depends on whether they work part time	246	3.402	1.2040
Working part-time has an impact on deadline-driven performance	246	3.256	1.1082
Valid N (listwise)	246		

The study's findings regarding part-time employment show that it lowers stress-related employee complaints (mean=4.232, SD=0.8894) and that it affects an employee's performance at any given time (mean=4.102, SD=0.8955). Additionally, it was discovered that part-time employment in the health telecommunications industry gives employees less autonomy, which has an impact on the amount of workload they complete

(mean=3.622, SD=1.0687) as well as how many tasks they complete in a given time frame (mean=3.402, SD=1.204). However, the majority of respondents (mean=3.256, SD=1.1082) expressed no opinion about how part-time employment affects performance goals set for a specific time period. The results suggest that there is evidence that part-time employment allows employees to meet family needs and that there is concentration and engagement during work hours, which increases employee performance.

4.4.5 Flex-Time

Table 4. 11 Flex-Time

Statement	N	Mean	Std. Deviation
Flexibility increases employee control over scheduling personal obligations at the beginning or conclusion of the workday, which boosts productivity	246	3.305	1.2090
Flexibility has an impact on the number of family conflict cases that employees report	246	3.211	1.1659
Flexitime is one way the business offers professional service delivery, which has an impact on the volume of positive client feedback	246	3.138	1.1975
The importance of flexibility to employee performance	246	3.134	1.3164
The number of workers in the company throughout a certain time period is determined by flexitime	246	3.061	1.2357
Valid N (listwise)	246		

Based on the findings, it was established that most respondents had a neutral opinion of the claim that flexible scheduling gives employees more control over scheduling personal obligations at either end of the workday, improving efficiency (mean=3.305, SD=1.2090) and that flexible scheduling affects the number of cases related to family conflicts that employees report (3.211, SD=0.1659). In a similar vein, the respondents made neutral

decisions regarding whether or not flextime affects the number of employees in the organization at any given time (mean=3.061, mean=1.2357), whether or not flextime is an important factor in employee performance (mean=3.134, SD=1.3164). According to the findings, Safaricom Plc workers have not yet determined how flexible scheduling affects worker performance.

4.5 Employee Job Performance

The study used three dimensions to establish the degree of employee performance in relation to flexible working condition. These dimensions comprised of deviant behaviours, work output and task factors.

4.5.1 Deviant Behaviours

Table 4. 12 Deviant Behaviours

Opinion	N	Mean	Std. Deviation
Theft	246	3.837	1.1093
Absence from duty	246	3.728	1.1478
Intentional lateness	246	3.667	1.0665
Working slowly	246	2.947	1.3036
Valid N (listwise)	246		

It can be seen from the results that most of the respondents opined that to a great extent, flexible work environment affect theft (mean=3.87), absence from duty (mean=3.728), intentional lateness (mean=3.667) as well as working slowly (mean=2.947). The findings thus implies that flexible working moderately affects deviant behaviour among employees.

4.5.2 Work Output

Table 4. 13 Work Output

	N	Mean	Std. Deviation
Work motivation	246	3.683	1.0978
Quantity of work	246	3.451	1.0784
Mental strain	246	3.427	1.21585
Job safety	246	3.098	1.2116
Better work output as compared to competitors	246	2.927	1.0742
Valid N (listwise)	246		

According to the study findings, it was established that to a great extent, flexible working among employees at Safaricom Plc affects work motivation (mean=3.683). Additionally, the study found that to a moderate extent, flexible working culture affects quantity of work (mean=3.451), mental strain (mean=3.427) as well as job safety (mean=3.098). However, the study found that to low extent, flexible working condition affects better work output as compared to competitors (mean=2.927). The findings implies that flexible working condition influences work output moderately.

4.5.3 Task Factors

Table 4. 14 Task Factors

	N	Mean	Std. Deviation
Good relationship with co-workers	246	3.968	.8613
Commensurate pay	246	3.089	.8991
Working condition	246	2.626	1.2081
Autonomy in work	246	2.012	.9835
Valid N (listwise)	246		

Based on the results of the study, it was found that to a great degree, flexible work schedules influences good relationship with co-workers (mean=3.968) and moderately influences commensurate pay (mean=3.089). Additionally, it was found that working

condition (mean=2.626) and autonomy in work (mean=2.012) is influenced by flexible work schedules to a low extent.

4.6 Regression Analysis

Regression analysis was utilized to ascertain the relationship between the dependent and independent variables. The investigation's objective was to ascertain how employees' performance at work at Safaricom PLC was impacted by flexible work schedules. Thus, as independent variables, the components of flexible work schedules, such as telecommuting, part-time employment, compressed hours, and flexi-work arrangements, were also included. However, it was believed that the dependent variable was employee performance.

4.6.1 Summary Model

Table 4. 15 Summary Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658 ^a	.432	.423	.3565

a. Predictors: (Constant), Flexiworkarrangements, Parttime, Compressedhours, Telecommuting

The findings shows that telecommuting, part time working, compressed hours and flexi-work arrangements and employee performance have a moderately strong correlation ($r=0.658$). In addition, the coefficient of determination ($r\text{ square}=0.432$) implies that flexible working schedules explains 43.2% of employee performance.

4.6.2 Analysis of Variance

Analysis of variance determines the model's good of fit for the data. The good of fit of

the model is determined based on the significance value. On a 95% confidence level, the significance value is 5%. The model can be said not good for the data if the significance value is greater than 5% and vice versa.

Table 4. 16 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.347	4	5.837	45.914	.000 ^b
	Residual	30.637	241	.127		
	Total	53.984	245			

a. Dependent Variable: Performance

b. Predictors: (Constant), Flexiworkarrangements, Parttime, Compressedhours, Telecommuting

The F statistic is 45.914 and the level of significance is 0.000, which is less than 0.05, according to the ANOVA results shown in Table 4.16. The study's conclusions demonstrated that the regression model described the regression data effectively.

4.6.3 Coefficients of regression analysis

Table 4. 17 Coefficients of regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.435	.154		-2.821	.005
	Telecommuting	.248	.068	.213	3.638	.000
	Compressed hours	.293	.054	.289	5.449	.000
	Part time	.213	.056	.211	3.805	.000
	Flexi work arrangements	.606	.051	.602	11.992	.000

a. Dependent Variable: Performance

Based on the study findings, holding telecommuting, part time working, compressed hours and flexi-work arrangements constant, employee performance will reduce by 0.435 units. In addition, incorporating telecommuting enhances employee performance by 0.248 units. Similarly, compressed hours, part time working and flexi work arrangements enhances employee performance by 0.293, 0.213 and 0.606 units respectively. Based on the significance of the study's variables, it was established that flexible work schedules in general have a meaningful impact on employee performance when the values are less than 0.05. As a result, the final regression model is shown as;

$$\text{Employee performance} = -0.435 + 0.248(\text{telecommuting}) + 0.293 (\text{compressed hours}) + 0.213 (\text{part time working}) + 0.606 (\text{flexi work arrangements})$$

4.7 Discussion of the Findings

The purpose of the research was to determine how flexible work schedules affected workers' performance. According to inferential statistics, telecommuting significantly and favorably affects employee performance. This contributed to less time lost traveling from the home to the workplace. The results concur with those of Okemwa (2016), who discovered that telecommuting lengthens an employee's workday and eliminates tardiness. Robbins and Judge (2013) further stated that employee work life balance rules are successful in reducing absenteeism and enhancing retention of highly trained workers. Additionally, the research found a favorable and substantial association between employee job performance and reduced work hours. Employees' focus is maintained as a result of working quickly, and they are able to participate in activities outside of work. The results are in tandem with those of a research by Manne (2014), which established that workers would be more satisfied if flexible work arrangements, such as compressed

hours, are made.

Additionally, it was shown that working part-time had a beneficial and notable impact on workers' performance. Employees working part time have more time to interact with their family members, achieving a healthy work-family balance. The results are consistent with those of Mwebi and Kedaga's (2015) research, which indicated a favorable relationship between employee performance and part-time work arrangements.

The research also discovered that flexible work schedules significantly and favorably affect employee performance. The results support Okemwa's (2016) assertion that there's a strong beneficial association between flexible work schedules and Kenyan public hospital nurses' dedication.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the main results, suggestions, and policy and research implications of the findings are summarized. The results and suggestions made sought to meet the study goal. The chapter finishes by listing the main limitations and making recommendations for further research.

5.2 Summary

The main objective of the study was to establish the effect of Flexible Work Schedules on employees' job performance at Safaricom PLC. The study incorporated four dimensions of flexible work schedules: telecommuting, compressed hours, part time and flexi work arrangements. Data analysis comprised of descriptive and inferential analysis. Based on descriptive statistics, the study found that majority of employees (54.1%) at Safaricom Plc is fulltime employees with majority of those who participated in the study being attached to human resources departments (40.2%).

In regard to inferential statistics, the study established that telecommuting has a positive ($B=0.248$) and significant effect ($\alpha=0.000$) on employee performance. As a result of practicing telecommuting, employees achieve a huge saving in time and commuter costs hence becoming more productive. In addition, telecommuting causes employees to dedicate more time to work as they can easily work early or late, off the set official hours. Furthermore, telecommuting helps in reducing absenteeism in as per number of days an employee attends work.

Compressed hours have a favorable ($B=0.293$) and substantial ($\alpha=0.000$) impact on employee work performance, according to the figures calculated. According to the

research, working compressed hours affects both an employee's performance during a certain time period and the number of hours they put in to help the company succeed. Compressed hours also guarantee that workers have ample time to participate in extracurricular activities, which improves job satisfaction and performance.

The results demonstrate that working part-time has a favorable ($B=0.213$) and substantial ($a=0.000$) impact on workers' job performance. Working a part-time schedule reduces an employee's stress-related complaints, which improves attention at work and boosts each employee's productivity. Additionally, part-time employment in health telecommunications gives the individual less control, which influences how much work they are required to do.

The results show that flexible work schedules significantly and favorably affect employee performance ($B=0.606$, $a=0.000$). Flextime is one method of delivering professional service in the business, according to the research, and it has an impact on the volume of favorable customer feedback. Perhaps giving employees greater flexibility in arranging personal obligations at either end of the workday would increase productivity. The research indicated that the features of a flexible work environment explain 43.2% of employee performance, with a moderate correlation between the two components of 0.658, based on the total impact of flexible working schedules on employee performance.

5.3 Conclusion

In regard to the study findings, it is worth noting that flexible work schedule is an appropriate human resource management practices that enhances employee performance significantly. The research comes to the conclusion that having elements of a flexible work schedule, including reduced working hours, affects employee performance for a

certain time period. Additionally, part-time employment gives the worker less autonomy, which has an impact on the amount of work they do.

The report also points out that having greater discretion over arranging personal obligations at either end of the workday thanks to flextime increases productivity. Additionally, flextime is a professional service delivery method that the company uses, which affects the percentage of favorable customer feedback. Telecommuting on the other hand, causes employees to dedicate more time to work as they can easily work early or late, off the set official hours. As a result, employees achieve a huge saving in time and commuter costs while telecommuting hence becoming more productive.

5.4 Recommendations for Policy and Practice

As a result of the positive and significant effect that flexible working schedule has on employee performance, the study recommends that a firm should devise the best strategy in which flexible working schedules can be formulated and implemented for greater performance. In addition, the human resource department should liaise with employees while formulating policies for part time working and compressed hours. This will ensure the inclusion of employees views are included in decision making as far as flexible work schedules are concerned.

Furthermore, the study recommends that Safaricom Plc should be conducting surveys on employee job satisfaction as well as their suggestion for better working condition. Additionally, there should be a continuous assessment on the best strategies in relation to flexible work schedules to ensure employees do not under perform due to more free time.

5.5 Limitations

The first limitation of the research was that it was restricted to Safaricom Plc. Second, just a descriptive research design was used for the study; no additional design methodologies were used. Thirdly, the study's principal source of data for analysis and interpretation was restricted to primary data. The limitations that were noted, nonetheless, were insufficient to prevent the study's goal from being met. The study's results could be reliable enough to generalize.

5.6 Suggestions for future studies

The objective of the current study was to determine how flexible work schedules affected employee performance at Safaricom Plc. The research advises more research on other economic sectors be conducted in order to generalize the results. Since the study was limited to four constructs of flexible working schedules, future studies should be done with more dimensions to establish the degree of influence it have on employee performance. Future studies should also consider using other design of study other than descriptive research design using different sources of data.

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APPENDICES
QUESTIONNAIRE

**EFFECT OF FLEXIBLE WORK SCHEDULES ON EMPLOYEE
PERFOMANCE AT SAFARICOM PLC**

SECTION A: DEMOGRAPHIC INFORMATION

1. What is your employment status?

Full-time employee (Permanent)

Third Party Contractor

Fixed Term Contract Employee

Other (please specify)

2. What is your Gender?

Male

Female

3. What is your job Position?

Head of Department

Senior Officer/Engineer/Senior Accountant

Senior Manager

Officer /Customer Experience Executive

Manager

Other (please specify)

4. Which is your Division/Business Unit?

Corporate Affairs/Corporate Security

Finance

Human Resources

Technology/IT

Retail/Contact Centre

Other (Specify)

5. How long have you worked at Safaricom?

< 1 year

6-10 years

1-5 years

>10 years

SECTION B: FLEXIBLE WORKING SCHEDULES AND PERFORMANCE

FLEXIBLE WORKING SCHEDULES

6. Does Safaricom currently offer Flexible Working? (Select all that apply)

No

Yes, flexi time

- Yes, compressed hours
- Yes, working from home/telecommuting
- Yes, Hybrid working (Home and Office)
- Yes, other (please specify)
- Yes, Part Time/Shift Working
- Yes, work-family balance facilities

7. Below are some forms of flexible working schedules, please indicate the extent to which you engage in the different practices.

1 = 0-20% 2 = 21-40% 3 = 41-60% 4 = 61-80% 5 = 81-100%

	Type of Flexible Working Schedule	Scale				
		1	2	3	4	5
1.	I spend at least 50% of their time working at/from home (Telecommuting)					
2.	I am enjoying working in compressed hours (reducing working week by extending working day)					
3.	I am engaged in part time working					
4.	I am enjoying flextime					

8. Please use the rating scale below to indicate in this section how much you agree or disagree with the statements made:

1 = Strongly Disagree 2 = Disagree 3 = Moderate 4 = Agree 5 = Strongly Agree

No	Telecommuting	1	2	3	4	5
1.	Working from home has an impact on productivity.					
2.	Telecommuting reduces absenteeism by increasing the number of days an employee shows up for work.					
3.	Telecommuting contributes to employee work life balance					
4.	Telecommuting causes employees to dedicate more time to work as they can easily work early or late, off the set official hours					
5.	Employees achieve a huge saving in time and commuter costs while telecommuting hence becoming more productive					
No	Compressed Hours	1	2	3	4	5
1.	Compressed Hours working affects performance in terms of productivity					
2.	Compressed hours working reduces stress related complaints by employees					
3.	Compressed hours working establishes the employee's commitment in terms of time spent working and the number of man hours put forth by the employee to contribute to the success of the company.					
4.	Employee performance throughout a certain time period is determined by compressed hours worked.					
5.	Compressed hours working establishes the employee's commitment in terms of time spent working and the number of man hours put forth by the employee to contribute to the success of the company.					
No	Part Time Working	1	2	3	4	5
1.	The performance of an employee at any particular moment is determined by their part-time employment.					

2.	The amount of jobs a worker completes in a particular time period depends on whether they work part time.					
3.	Less autonomy is provided by part-time employment in the health telecommunications industry, which reduces the amount of work that can be done by the individual					
4.	Working part-time has an impact on deadline-driven performance.					
5.	Working fewer hours reduces an employee's complaints about stress.					
No	Flexitime	1	2	3	4	5
1.	The importance of flexibility to employee success					
2.	The number of employees in the company over a specific time period is determined by flexitime.					
3.	Flexitime is one method of offering professional service delivery in the company, which affects the volume of favorable customer feedback.					
4.	Flexibility has an impact on the amount of family conflict incidents that workers report					
5.	Flexibility increases employee control over scheduling personal obligations at the beginning or conclusion of the workday, which boosts productivity.					

9. EMPLOYEE JOB PERFORMANCE

In this section, please indicate the extent at which you agree or disagree with how a flexible work schedule affects employee job performance using the rating scale below: 1 = Not at all, 2 = Little extent, 3 = Moderate extent, 4 = Great extent, 5 = Very great extent

	Statement	Not at all (1)	Little Extent (2)	Moderate Extent (3)	Great Extent (4)	Very Great Extent (5)
Deviant behaviours	Working slowly					
	Intentional lateness					
	Absence from duty					
	Theft					
Work output	Mental strain					
	Quantity of work					
	Work motivation					
	Better work output as compared to competitors					
	Job safety					
Task Factors	Working condition					
	Autonomy in work					
	Commensurate pay					
	Good relationship with co-workers					

THANK YOU FOR YOUR TIME