

Flexible Working Schedules on Employee Performance of Bungoma County Government, Kenya

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Abstract: The purpose of the study was to examine the effect of flexible working hours on employee performance in Bungoma County Government, Kenya. The study was guided by the following specific objectives; to identify the effect of hybrid work on employee performance in Bungoma County Government, Kenya and to assess the effect of organisational culture on employee performance in Bungoma County Government, Kenya. The study's research design was descriptive research design. The study was guided by the Psychological Contract Theory. The study adopted census since the target population was small. Data collection instrument was structured questionnaire. Pilot testing was done to test the validity and reliability of research instrument. Data was analyzed using descriptive and inferential statistics and presented in tabular form. Data was subjected to correlation and Multiple Regression Statistical Methods. The study found out that a unit increase in hybrid work, will lead to a 0.149 increase in employee performance in Bungoma County Government, Kenya. The study recommended that the hybrid work should be a flexible work model that supports a blend of in-office, remote, and on-the-go workers and that it offers employees the autonomy to choose to work wherever and however they are most productive. The study findings will be useful for human resource management practice, policy formulation and research works.

Keywords: Flexible Working Schedules, hybrid work, Psychological Contract Theory, employee performance.

1. INTRODUCTION

In recent years, the traditional 9-to-5 work model has increasingly been challenged by calls for more flexible work arrangements (Ahmadi et al., 2024). As companies look for ways to enhance productivity, employee satisfaction, and overall organizational performance, flexible work schedules have emerged as a transformative approach (Gufu, et al., 2024). This flexibility can take many forms, including remote work options, varied start and end times, compressed workweeks, and hybrid models that blend in-office and remote work. Gufu, et al., (2024) states that the introduction of flexible work schedules has the potential to significantly enhance employee performance across various dimensions. By promoting a culture that prioritizes flexibility, organizations can not only improve productivity and employee satisfaction but also build a more resilient and engaged workforce (Ngayai et al., 2024). As companies continue to navigate the evolving landscape of work, integrating flexible arrangements will be critical to strategic success and long-term sustainability.

Flexible working hours include job-related schedules that ensure that the concerned staff can have a work-life balance (Deloitte, 2023). This comes in handy when the staff is allocated time off and annual leaves for their mental and physical health purposes (Ahmadi et al., 2024). According to (Davidescu et al., 2020), staff values considerate working timelines such that they allow various breaks to attend to other matters like meals, resting, and social interactions. Therefore, it is a

paramount aspect when staff can work in an institution that is cognizant of the fact that there is more to life than just working (Weideman & Hofmeyr, 2020). Therefore, having the ability to perform the required tasks the staff should operate in a less rigid structure that allows job sharing, remote working, part-time plans, work shifts, and compressed tasks (Deloitte, 2023). All these avenues have a sole purpose of improving the employee's performance.

Employee performance is defined as the completion rate of assigned duties in a satisfactory manner and in the correct timelines by staff (Al Mamun & Hasan, 2021). A great job performance upgrades the standing of a worker thus improving them in fostering their careers (Davidescu et al., 2020). Poor performance of one staff can have a harmful, far-reaching influence across your whole business. This can bring about a boundless loss of inspiration, efficiency, and a diminishing in consumer loyalty. Globally, organizations in nations like America have registered high employee turnover due to concerns related to their performance. In a state such as Florida, staff has undergone a general loss of interest in the organization due to staying in one position for a long without promotional opportunities (Work Institute, 2020). In European nations like Sweden, poor communication skills between the management and junior expectations were considered the most suitable reason as to why most staff were not performing (Duggan et al., 2020). In Asia, organizations in China have complained about low employee performance on the one hand but on the other end, the staff complains of poor payment structure in comparison to unrealistic job targets (Khatrri et al., 2021).

2. HYBRID WORK AND EMPLOYEE PERFORMANCE

Hybrid Work refers to a flexible work model that combines both in-office and remote work, allowing employees to split their time between working from a physical workplace and a remote location, such as their home. This model has become increasingly popular as organizations seek to balance productivity, employee well-being, and operational efficiency. Hybrid work is a flexible approach that allows employees to split their time between working in the office and working from home, Baker, D. (2021). It is a flexible work model that supports a blend of in-office, remote, and on-the-go workers. Hybrid work can be defined as a working arrangement where some staff will work on-site, some will work off-site via telecommuting or remote working, and others will have the freedom to work on-site on some days and off-site on others, based on circumstances, objectives, and personal preferences. It offers employees the autonomy to choose to work wherever and however they are most productive. The main purpose of a hybrid workplace is to give employees flexibility in how and where they work and offer a better work-life balance.

It is important to note that there is a difference between purely remote work and hybrid work. Hybrid work does not get rid of the office and has workers splitting their time between working from home and the office. While remote workers work in the office and only connect and collaborate with their colleagues virtually (Stawi Advisory, 2021). The procedure for a hybrid system is that a company will plan days for in-office meetings. Physical presence meetings will be necessary especially when meeting clients, orientation and project kick-offs. Most of the work for individual employees is going to be done remotely. Shifts and schedules on who needs to be in the office and at what time to attend to walk-in clients are some of the ways that most companies are using and will continue to use (Muthee F. W. 2022). Since the pandemic began, Human Resource has taken the central stage within organizations in developing a safe, productive workplace for employees and creating policies regarding how employees can continue to work. Human resource teams became responsible for finding solutions for overcoming social distancing requirements, adhering to local hygiene and safety requirements, and communicating changes and policies to employees quickly and efficiently.

The shift to hybrid work brings considerable benefits to both employees, businesses, and the environment. It promises to deliver increased flexibility, productivity, and job satisfaction for employees. For the business, it improves the bottom line and expands the talent pool. And the reduction in travel and office spaces leads to a more sustainable future. Multiple surveys by different groups however show that most company are set to adopt hybrid systems where some of their workers will return to the workplace while others continue to work from home. In Kenya, multinationals and international companies benefited from the experiences of affiliates in other markets that shut down earlier. Companies like Total Kenya, EABL (Diageo), and Unilever Kenya benefited from E-Learning material and Emergency Response Structures developed in their parent countries.

Gensler, (2020) concluded research of 9,200 people in the US, Australia, the UK, and France (2,300 in each country). In the US 52 percent of respondents would prefer a hybrid model. In Australia, having experienced the advantages of both

office and remote work, most employees are expressing a desire to benefit from both settings, 67 percent prefer a hybrid work model. In France, the number of workers that prefer a hybrid work model is even higher. 52% would like to work one or two days at home, while 20% would like to work three or four days at home, a combination of 72 percent of respondents that prefer a hybrid model.

Performance is the result of a defined and precisely calculated process in accordance with a clause or prior agreement. Thus, the theory of performance also known as "job performance", is a psychological theory of how a person acts in their workplace to achieve the goals set for them. Employee performance consists of several factors, comprising targets, quality, time, and compliance (Edison et al., 2016). According to previous research, organisational culture greatly affects employee performance. Employee performance assessments of organisational efforts to build a technological culture and adapt to change can help improve employee performance (Lola Novita et al., 2023).

In order to cultivate dependable employees, it is imperative to consider variables such as organizational culture and emotional intelligence to enhance their performance (Edward & Purba, 2020). Previous studies suggest that organizational culture significantly influences employees' work dynamics (Arviansyah et al., 2022), (Louhenapessy & Lindawati, 2022), (Lola Novita et al., 2023). Moreover, there exists a favorable connection among an personal's stage of emotional intelligence and their performance at work, with higher emotional intelligence associated with enhanced employee performance (Edward & Purba, 2020). Consistent with earlier research outcomes (Louhenapessy & Lindawati, 2022), (Arviansyah et al., 2022), (Ramadhona et al., 2020), it is asserted that emotional intelligence exhibits a robust and favorable association with employee performance.

3. METHOD

This study adopted a descriptive research design. This study constituted a census survey of the 135 supervisors and staff in Bungoma County Government Kenya. A structured questionnaire was administered to the respondents. Both primary and secondary data was collected. Piloting was done to test validity and reliability of the data collection instrument. Once data was collected, it was crosschecked and verified for errors, completeness and consistency. It was coded, entered and analysed descriptively using IBM Statistical Package for Social Sciences (SSPS 23). Pearson correlation analysis was used to test the relationship between variables in the study hypotheses. ANOVA multiple linear regression analysis was also used to determine the statistical relationship between the independent variable and the dependent.

4. DISCUSSION

The results of descriptive statistics of identifying the effect of hybrid work on employee performance in Bungoma County Government, Kenya are presented in Table 4.1. According to the results, 62.7% of the respondents either agreed or strongly agreed that Hybrid work should be a flexible work model that supports a blend of in-office, remote, and on-the-go workers. This is an indicator that there was only a moderate agreement by the respondents a fact that was reinforced by the mean score of 3.6186. Additionally, 87.3% of the respondents either agreed or strongly agreed that Hybrid work offers employees the autonomy to choose to work wherever and however they are most productive. This statement had a mean of 4.2119 indicating a very strong level of affirmation and confirming.

Further, only 46.6% of the respondents either agreed or strongly agreed while 19.5% were neutral towards the statement that the shift to hybrid work brings considerable benefits to both employees, businesses, and the environment and it promises to deliver increased flexibility, productivity, and job satisfaction for employees. This is indicator that there was only a moderate level of agreement as also shown by the mean score of 3.2627. The results also showed that 64.4% of the respondents either agreed or strongly agreed that Human Resource has taken the central stage within organizations in developing a safe, productive workplace for employees and creating policies regarding how employees can continue to work. This statement had a mean score of 3.6441 indicating a moderately positive affirmation by the respondents.

58.4% of the respondents either agreed or strongly agreed while 13.6% were neutral towards the statement that Shifts and schedules on who needs to be in the office and at what time to attend to walk-in clients are some of the ways that most companies are using and will continue to use. This indicated that there a moderate level of agreement. Lastly, 94.1% of the respondents either agreed or strongly agreed that Shifts and schedules on who needs to be in the office and at what time to attend to walk-in clients are some of the ways that most companies are using and will continue to use. This statement had a

mean score of 4.6017 indicating that the majority of the respondents agreed with it. The standard deviations of the all the statements ranged between 0.60114 and 1.36203 indicating that there was very little variation between each of the responses and the average responses.

Table 4.1: Descriptive Statistics of Hybrid Work on Employee Performance

Statements on Hybrid work	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
Hybrid work should be a flexible work model that supports a blend of in-office, remote, and on-the-go workers.	0.0%	30.5%	6.8%	33.0%	29.7%	3.6186	1.20483
Hybrid work offers employees the autonomy to choose to work wherever and however they are most productive	0.0%	0.0%	12.7%	53.4%	33.9%	4.2119	0.65178
The shift to hybrid work brings considerable benefits to both employees, businesses, and the environment and it promises to deliver increased flexibility, productivity, and job satisfaction for employees.	5.9%	28.0%	19.5%	27.1%	19.5%	3.2627	1.22947
Human Resource has taken the central stage within organizations in developing a safe, productive workplace for employees and creating policies regarding how employees can continue to work	11.0%	12.7%	11.9%	29.7%	34.7%	3.6441	1.36203
Shifts and schedules on who needs to be in the office and at what time to attend to walk-in clients are some of the ways that most companies are using and will continue to use.	0.0%	28.0%	13.6%	17.8%	40.6%	3.7119	1.26154
Shifts and schedules on who needs to be in the office and at what time to attend to walk-in clients are some of the ways that most companies are using and will continue to use	0.0%	0.0%	5.9%	28.0%	66.1%	4.6017	0.60114
Aggregate						3.8417	1.05179

4.1 Employee Performance in Bungoma County Government, Kenya

The results of the descriptive statistics of employee performance in Bungoma County Government, Kenya are presented in Table 4.2. According to the results, 86.4% of the respondents either agreed or strongly agreed that there is a growth in the number of table banking members. This statement had a mean of 4.3390 indicating a very high level of affirmation by the respondents. Additionally, 70.3% of the respondents strongly agreed that due to awareness, the table banking has become popular. This is an indicator that most of the respondents agreed with this statement, a fact that was reinforced by the high mean score of 4.1102.

Further, 77.2% of the respondents either agreed or strongly agreed that there is provision of improved income status. This statement had a mean score of 4.0085 indicating that the majority of respondents affirmed it. The results also showed that 87.3% of the respondents either agreed or strongly agreed that there is provision of improved livelihood indicators like access to food and water and provision of learning. This indicating a strong affirmation of the statement and was supported by the high mean score 4.3390. 55.1% of the respondents either agreed or strongly agreed, while 22.9% were neutral towards the statement that there is provision of quality health care. This statement had a mean of 3.6017 indicating a moderate level of agreement. Lastly, 94.1% of the respondents either agreed or strongly agreed that the annual turnover has increased since the adoption of household empowerment, increased participation and decision making capacity. This statement had a mean of 4.6610 indicating a very high level of agreement. The standard deviations of all the statements ranged between 0.58792 and 1.36639 indicating that there was minimal variation between each response and the average response.

Table 4.2: Descriptive Statistics of Employee Performance in Bungoma County Government, Kenya

Statements on Employee Performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
Employee performance consists of several factors, comprising targets, quality, time, and compliance	13.6%	0.0%	0.0%	11.9%	74.5%	4.3390	1.36639
Employee performance assessments of organizational efforts to build a technological culture and adapt to change can help improve employee performance.	0.0%	29.7%	0.0%	0.0%	70.3%	4.1102	1.37613
In order to cultivate dependable employees, it is imperative to consider variables such as organizational culture and emotional intelligence to enhance their performance.	0.0%	5.9%	16.9%	47.5%	29.7%	4.0085	.84222
There exists a favorable connection among an personal's stage of emotional intelligence and their performance at work, with higher emotional intelligence associated with enhanced employee performance.	0.0%	0.0%	12.7%	40.7%	46.6%	4.3390	.69455
Emotional intelligence exhibits a robust and favorable association with employee performance	11.0%	11.0%	22.9%	16.9%	38.2%	3.6017	1.37834
Performance serves as a benchmark for evaluating how effectively and personal executes their duties in alignment with organizational expectations.	0.0%	0.0%	5.9%	22.1%	72.0%	4.6610	0.58792
Aggregate						4.1766	1.04091

4.2 Inferential Statistics

4.2.1 Pearson Correlation Coefficient Analysis

According to Benesty, Chen, Huang and Cohen (2009), Pearson correlation coefficient refers to the extent to which two or more variables have a linear association. The Pearson correlation coefficients of this study are illustrated in Table 4.3. According to the results, the independent variable, hybrid work had positive correlation of $r = 0.865$ with the dependent variable, employee performance in Bungoma County Government, Kenya. Thus, a change of 0.865 in employee performance in Bungoma County Government, Kenya in employee performance in Bungoma County Government, Kenya. Further, an assessment of the p-values showed that all the independent variables had p-values that were below 0.05 indicating that there a statistically significant relationship between all of them and the dependent variable. This affirmed that in instances where there are confidence intervals of 95%, p-values are supposed to be below 0.05 so that the observed differences between groups are not likely to be down to chance and, as such, statistically significant.

Table 4.3: Pearson Correlation Coefficients

		Hybrid work	Employee performance
Hybrid work	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	100	
	Pearson Correlation	.865	1
Employee performance	Sig. (2-tailed)	.003	
	N	100	100

4.2.2 Multiple Regression Analysis

Regression is a statistical technique that deals with the determination of linkages between one or more independent variables and a dependent variable by fitting a line of best fit through a series of observations (Mooi & Startstedt, 2014). The summary of the study's multiple regression model is presented in Table 4.11. These results show that the R Square value for all the variables was 0.714 indicating that the model explained 71.4% of any changes in the dependent variable, employee performance in Bungoma County Government, Kenya whenever there is a one percent change in the independent variables. This means that the model managed to reach the 0.7 threshold for significance of the R Square value as recommended by Hamilton, Ghert and Simpson (2015). This demonstrates a fairly strong goodness-of-fit of the regression model.

Table 4.1: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848 ^a	.714	.682	.32978

a. Predictors: (Constant), hybrid work

The summary of the study's multiple regression model is presented in Table 4.4. These results show that the R Square value for all the variables was 0.714 indicating that the model explained 71.4% of any changes in the dependent variable, employee performance in Bungoma County Government, Kenya whenever there is a one percent change in the independent variables. This means that the model managed to reach the 0.7 threshold for significance of the R Square value as recommended by Hamilton, Ghert and Simpson (2015). This demonstrates a fairly strong goodness-of-fit of the regression model.

4.2.3 Analysis of Variance

Sawyer (2009) affirmed that the Analysis of Variance (ANOVA) is a statistical procedure that attempts to find out existing differences between experimental group means in situations where there are one or more independent variables and a dependent variable. The results of the ANOVA of the study are presented in Table 4.12. The results indicate that the ANOVA F-test score, calculated value F_{cal} at 5% level of significance is equivalent to 24.836, which is greater than the F critical value (F_{crit}) of 2.45 indicating that there is a significant relationship between all the independent variables and the dependent variable of employee performance in Bungoma County Government, Kenya. The p-value of 0.000 is less than 0.05 indicating that there is a statistically significant relationship between each of the independent variables and employee performance in Bungoma County Government, Kenya in accordance with the recommendations of Kao and Green (2008). This demonstrates the goodness of fit of the model.

Table 4.5: Analysis of Variance

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	10.804	1	2.701	24.836	.000 ^b
Residual	22.289	99	.109		
Total	33.093	100			

a. Dependent Variable: employee performance in Bungoma County Government, Kenya

b. Predictors: (Constant), hybrid work

4.2.4 Beta Coefficient Analysis

Beta Coefficients as unknown constants that are projected from the data which are connected to particular independent variables (Peterson & Brown, 2005). These coefficients enable the measurement of the size of change in an independent variable and the manner in which this affects the dependent variable when the rest of the independent variable are held constant. The results of the Beta Coefficients of the study variables are shown in Table 4.5. The values of the constants and coefficients enabled the generation of the following multiple regression model:

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

$$= 4.200 + 0.037X_1 + 0.582$$

Where, Y refers to the dependent variable (employee performance in Bungoma County Government, Kenya), X_1 refers to the hybrid work variable.

According to the equation, taking all the independent variables to be zero, employee performance in Bungoma County Government, Kenya will be a constant equivalent to 4.200. A review of the findings also shows that a unit increase in work life balance will lead to a 0.401 increase in employee performance in Bungoma County Government, Kenya when all other independent variables are held constant. Additionally, a unit increase in hybrid work will lead to a 0.037 increase in employee performance in Bungoma County Government when all other independent variables are held constant. Lastly, the p-values for all the variables are all below 0.05, which indicates that they are all statistically significant.

Table 4.6: Beta Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	4.200	.582			7.213	.000
Hybrid work	.037	.063	.054		.588	.007

a. Dependent Variable: Employee performance in Bungoma County Government, Kenya

5. CONCLUSIONS AND RECOMMENDATIONS

In conclusion basing on the study findings, the study came up with the following conclusions; that hybrid work had a significant effect on employee performance in Bungoma county government, Kenya with a unit increase in hybrid work will lead to a 0.037 increase in employee performance in Bungoma County Government, Kenya when all other independent variables are held constant. The study recommended that hybrid work should be a flexible work model that supports a blend of in-office, remote, and on-the-go workers and that it offers employees the autonomy to choose to work wherever and however they are most productive.

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