

**INSTITUTIONAL FACTORS AFFECTING ADOPTION OF FLEXIBLE
WORKING ARRANGEMENTS AMONG ACADEMIC STAFF OF MASENO
UNIVERSITY, KENYA**



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ABSTRACT

Recognition of the importance of the work life balance by many organizations is now pushing employers to develop flexible working arrangements in order to maintain a productive work force. Employees are confronting problems of work-family conflicts and stress in a rigid week schedule. There has been no study which has been carried out to clearly demarcate institutional factors affecting flexible work arrangements in the specific context of Maseno University. Conventionally, the University engages its employees on full time basis and requires them to work for eight hours a day, for five days a week. No considerations have been made towards adoption of flexible work arrangements. Despite this, there is limited range of scholarly disseminations on the study's context. This study investigated the institutional factors affecting adoption of flexible working arrangements among academic staff at Maseno University. Specifically, the study intended to determine the effect of institutional culture on adoption of flexible working arrangements, establish extent to which commitment by management affects adoption of flexible working arrangements, and to find out the effect of organizational structure on adoption of flexible work environment at Maseno University. The study is anchored on the theory of work adjustment. The study adopted a cross sectional research design on a target population of 412. 10 participants were used in pilot testing, which yielded a Cronbach's alpha statistic of 0.686; indicating that the data collection instrument was reliable. A sample of 121 employees was picked from the remaining 402 through a stratified random sampling technique. The main strata were Professors (8), Associate Professors (8), Senior Lecturers (14), Lecturers (41) and Assistant Lecturers (50). Data was analyzed through descriptive and inferential statistics of regression and correlation analysis. Based on the regression analysis results, $\beta_1 = 0.123$, $p < 0.05$; $\beta_2 = -0.243$, $p < 0.05$ and $\beta_3 = 0.844$, $p < 0.05$; which means that both institutional culture and commitment positively affects the adoption of flexible working arrangements whereas institutional structure negatively affects the adoption of flexible working arrangements. The implications of the results are that institutions could enhance their culture and commitment of the management in addition to making the structures less rigid and complex in order to provide flexible working arrangements for the employees. The study recommended that there is need to motivate employees as well as provide good working environment, which enhances the flexible working arrangements and offer scholarly contributions for the academia wishing to further the research.

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CHAPTER ONE

INTRODUCTION

This chapter contains background of the study, statement of the problem, objectives, research questions, scope of the study, significance of the study and an adapted conceptual framework.

1.1 Background to the Study

Human resource is the backbone of every organization. Researchers are trying their best to increase the performance of this main resource which are actually the employees of the organization. Many researches have taken place in this regard to know how to improve the performance of the employees and how to make the organization an employee friendly organization. Cohen and Single (2003) argue that there is a lot of pressure on the organizations to become more family friendly. The basic thing behind this argument is that because of a family friendly organization people can make a balance between their families and work (Sara and Margaret, 2004). In these days most of the organizations are working on this phenomenon of work-family conflict to retain their employees and also to improve their performance. The previous researches have taken place to see the impact of flexible scheduling on organizational performance (Baltes *et al.*, 1999).

Flexible work arrangements is part of the wider notion of work-life initiatives or work-life policies, which are designed to assist employees to better integrate paid work with other parts of their lives such as family or leisure (Ryan & Kossek, 2008). Various forms of flexible work arrangements exist such as part time and telecommuting, among others. Part time workers negotiate a set schedule of what times and which days they work. This requires both a trusting relationship between the employer and the employee as well as good will and cooperation from both parties. Working part time always proves to be a challenge, as employees and management need to adjust their expectations to the part time status (Stredwick & Ellis, 2005). Another popular type of flexible work arrangement is telecommuting, which refers to occasional or regular work out of an organization's office, done from the employee's home, from a client's site or elsewhere (Nilles, 1998). Results show that telecommuting has an overall beneficial effect because the arrangement provides employees with more control over how they

do their work. These types of work arrangements have seen a rise in popularity due to a change in workforce demographics and employee demands for greater work-life balance (Wendt, 2010).

According to Galinsky *et al.*, (2008), many worldwide organizations have begun to offer flexible work arrangements to help employees balance work and family demands. The ways that flexibility impacts works, and the resultant effects on the bottom line, are of greatest interest to organizations and likely to be deciding factors when they consider either formally implementing or informally permitting flexibility. Most organizations are left to decide if and how they will offer flexibility, and decisions are largely based on how they perceive such arrangements will affect their ability to be responsive to business needs (Fisher, 2010). By creating a flexible work environment, companies can keep good employees and not force them to sacrifice family life. Flexible work arrangements will help them benefit personally and professionally and the result will be people who are more loyal, committed and productive (Smith, 2002).

The need for flexibility, according to Nilles (1998), increased during the latter part of the 20th century. More women entered the workforce and continued working after having children. The need for employees to care for parents increased as people lived longer, and this prompted requests for flexible schedules. Older workers continued to work beyond the traditional retirement age, though many seniors prefer part-time employment, seasonal work or flexible daily scheduling. According to Cohen and Single (2003), organizations now seek to become more "family-friendly", and because flexible works arrangements are a common component of many family-responsive human resource policies, their popularity has increased. Duxbury and Haines (2011) add that flexibility at work has a strong and positive contribution to the quality of work life. The understanding of managerial attitudes towards flexibility of employees and the mechanisms managers use to select between them with respect to implementation still, however, remains in a relatively developmental state.

In the developed world, employees work longer and longer hours and the evidence is mounting that this is damaging their health and family life (Cooper and Burke, 2008). Greater flexibility would have some positive effects. Individuals would have more choice, control and likely achieve a better fit of their hours worked to their preferences (Burke, 2008). The success of

flexible working arrangement seems to be controlled by the actual arrangements used, the type of industry they are used in, the culture they are implemented in and the relative flexibility of the work practice itself. These variables can be used in the implemented action of flexibility to achieve a more effective outcome (Stavrou & Kilaniotis, 2010). However, flexibility arrangements vary across different countries and reflect the amount of control over working time that employer or employee enjoys in relation to when the work is done and the number of hours worked during a specific period (Cole, 2006).

As cited by Al-Rajudi (2012), in the United States (U.S), the concept of flexible work was initially synonymous with reduced or part-time workload, particularly for women with dependent children. Now it incorporates a broad range of both formal and informal workplace practices designed to meet life needs of a greater diversity of employees (Di Cieri *et al.*, 2005). Since 1973 when Hewlett-Packard became the first U.S Company to institute flex time, flexible work arrangements have grown in popularity and use. Data released by the Bureau of Labour Statistics in July of 2005 show that in 2004, 27.5 percent of all full-time workers in the U.S had flexible work schedules (Schaefer, 2005). Recent years have seen an increasing number of organizations in the United Kingdom (UK) offering a range of flexible working options to their employees (Kersley *et al.*, 2006). For many employers this has been a response to increasing interest in work–life balance (Bailyn *et al.*, 2001), the need to be competitive in the labour market (Rau & Hyland, 2002) and the introduction of legislation giving parents of young or disabled children and, more recently, carers, the right to request flexible working arrangements (Green, 2004).

In Kenya, it is a regular trend in many organizations that employees work from 8am to 5pm. Maina (2011) found that this has led to a situation of non performing employees who only hang coats in offices but are away on private business. Sitting on the desk for eight hours does not necessarily translate to efficient delivery of services. According to Institute of Human Resource Management (IHRM, 2014), Kenyan laws provide for working flexibility. As a result, recognition of the importance of the work life balance by many organizations is now pushing employers to develop flexible working arrangements in order to maintain a productive work force. Furthermore the law protects employee such that an employee is entitled to at least one

rest day in a week and in cases where they work beyond normal working hours they are to be paid overtime (IHRM, 2014).

Regarding institutions of higher learning, flexible work arrangements are a predominant feature. According to Okol (2012), 47% of all the academic staff in Kenyan public universities are on part time with varying workloads allocated to them. They may be from other institutions foreign to the employing university. Odebero (2010) also found heavy workloads in universities as the main reason forcing the institutions adapt to flexibility in work arrangements. The inherently higher preference to part time staffers is anchored on their less cost of sustainability. Other than the academic staff, universities also adjust to female staff accommodation to need leaves to attend to their young ones. In Maseno University, the employee terms and conditions of service provide for entitlement to study leave, contract employment, part time services and job sharing, among others, which form a basis for this study. Specifically, however, the study will focus on institutional factors affecting adoption of these flexible work arrangements in the context of the university.

1.2 Statement of the Problem

Questions have been raised concerning the extent to which such commonly accepted and tested constructs as organizational commitment, work involvement, or an identifiable employer have meaning to workers performing jobs outside standard models of employment. It is evident that academic employees at Maseno University seems to be struggling with a mismatch between their families, other responsibilities and workplace requirements and are left needing to catch up with these changes. Rather than organizing work around the needs of a task, the work gets organized by means of the institutional expectations surrounding time. Despite these inherent challenges, many employees remain sceptical of adopting flexible options, and are in many cases oblivious of their potential benefits. As a result, employees are confronting two problems of work-family conflicts and stress in a rigid 8 to 12 hours dialling working during 5 or 6 days in a week schedule. There has been no study which has been carried out to clearly demarcate institutional factors affecting flexible work arrangements in the specific context of Maseno University. There is, therefore, a justifiable basis for conducting this study to disseminate relevant information to employers regarding institutional factors leading to successful

implementation of flexible work arrangements, and as one of the tools to help them overcome problems of work-family conflicts and individual stress.

1.3 Objectives of the study

The general objective of the study is to investigate the effect of institutional factors on adoption of flexible working arrangements at Maseno University, Kenya.

Specifically, the study is intended to:

1. Determine the effect of institutional culture on adoption of flexible working arrangements among academic staff at Maseno University;
2. Examine the effect of institutional structure on adoption of flexible work arrangement among academic staff at Maseno University;
3. Establish the effect of commitment by management in adoption of flexible working arrangements among academic staff at Maseno University;

1.4 Research Questions

The study was guided by the following research questions:

1. What is the effect of existing institutional work culture on adoption of flexible working arrangements among academic staff at Maseno University?
2. What is the effect of organizational structure on adoption of flexible working arrangement among academic staff at Maseno University?
3. What is the effect of the institutional management commitment to adoption of flexible working arrangements among academic staff at Maseno University?

1.5 Scope of the Study

The study was done at Maseno University and was carried out on academic staff members from the institution. Maseno University is situated along Kisumu – Busia Road, about 28 kilometers from Kisumu City. It is located within Maseno Division, Kisumu West District. In this contextual setup, the study was focused on the institutional factors affecting adoption of flexible work arrangements among academic staff at Maseno University. The period of study was between February 2015 and May 2015. This period had been selected by the researcher

since it is a time when most members of staff are in session and are available within the institution.

1.6 Justification of the Study

Flexibility enables individuals to make adjustments to changing circumstances. These alternatives can assist employees in balancing work, personal commitments and retirement planning, while meeting business needs and objectives. Additionally, supervisors/managers can use flexible schedules as tools to promote productivity, enhance job satisfaction, and develop management and leadership skills. These same alternatives can enhance recruitment and retention of valuable employees.

The importance of understanding flexible work arrangements and their implications is however undisputed in order for both employees and organizations to benefit. A vast majority of books and articles published on the subject in the recent years have focused on behavioral outcomes such as employee satisfaction, organizational commitment, absenteeism and turnover. There is limited research, however, on significant factors affecting flexible work arrangements within the context of a learning institution.

Importance of various layers in context, ranging from an organization's culture, structural orientation, quality of management, and mitigation of challenges emerge as core influencing factors on how employees perceive their flexible work arrangements and whether they lead to a different way of working. Based on this, therefore, the study examined the perceptions of employees on work with flexibility in the light of the different contexts they find themselves in and explored the effects on their way of working. Through this, the study was expected to create an insight and contribution to the knowledge of flexible working arrangements and their potential rewards to the employees and eventually to the organization.

1.7 Conceptual Framework

The study was designed as a functional relationship between a set of influencing factors which include institutional culture, structure, and management as independent variables, and adoption

of flexible working arrangements as dependent variable. Fig.1.1 diagrammatically presents the study's conceptual basis.

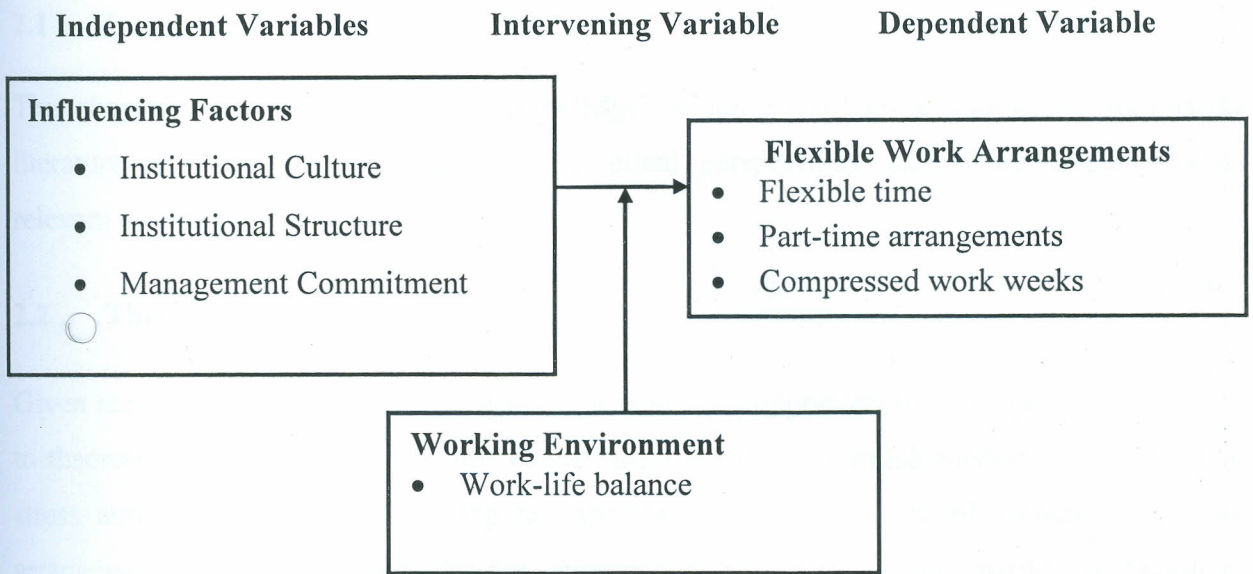


Fig. 1.1: Conceptual Framework Demonstrating Relationship between Selected Institutional Factors and Flexible Work Arrangements

Source: Adapted from Hill *et al.*, (2008)

Hill *et al.*, (2008) assert that flexible work environment is a result of how institutions are oriented with respect to work culture, formal structure, and leadership quality. Anchored on this, the study focussed on the institutional factors and their resulting influence on adoption of flexibility in work arrangements. The factors constituting predictor variables include institutional culture, structure, management commitment, and internal challenges. Notably, the relationship between the two sets of variables was construed to be regulated by inherent working environment in the perceived forms of human resource capacity and work-life balance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will include the current knowledge including substantive findings, as well as the literature is reviewed specifically on theoretical perspectives, and empirical/past studies relevant to the topic of research.

2.2 Theoretical Literature

Given recent changes in the world of work, it is now an opportune time to open the door both to theoretical and practical questions concerning the extent to which models of occupational stress and organizational well-being are applicable to the majority of workers and work arrangements which are outside the stereotyped and bureaucratic world of “regular” employment (Barling, Inness and Gallagher, 2002).

A common problem identified in all the existing research literature is that there is no coherent theory of exactly how, through which pathways, various working time arrangements influence employee productivity, directly or indirectly (Kelly *et al.*, 2008).

2.2.1 Theory of Work Adjustment

The theory of work adjustment by Pierce and Newstrom (1980), cited by Winder (2009), provides a theoretical foundation and explains why flexible working hours makes a difference in work-related outcomes, as measured by productivity, employee attitudes and behavior. The theory of work adjustment clearly expresses congruence between the individual and the job under two conditions. First, congruence between abilities of the individual and requirements of the job; and second, the needs of the individual and the satisfaction of those needs by the work environment. Under the first condition, the theory predicts high performance. When the second condition is fulfilled, the theory predicts employee satisfaction.

Individualism is grounded on the assumption that individuals are independent of one another (Oyserman *et al.*, 2002). Individualistic cultures are self oriented and value personal time,

freedom and challenge. Within individualistic cultures workplace flexibility would likely be seen as a means to create a work environment more in harmony with “a concern for oneself and immediate family, an emphasis on personal autonomy and self-fulfillment, and the basing of one’s identity on one’s personal accomplishments” (Oyserman *et al.*, 2002). Collectivism is grounded in the assumption that groups bind and mutually obligate individuals (Oyserman *et al.*, 2002). Collectivist cultures are intrinsically connected through strong personal ties based on loyalty to the group and on family ties. In such cultural orientations, workplace flexibility may not be valued as highly because it may hinder the group ethic.

Flexible working, on workers’ terms, is actually more often found to carry a positive wage premium (Gariety and Shaffer, 2001; Weeden, 2005; Winder, 2009). Hence, part of the wage premium associated with flexible work schedules might be attributed to a positive productivity effect, with the higher wage being interpreted as the result of flexible work facilitating a gain in productivity. Indeed, companies using flexi-time seem to operate more productively, as well as more efficiently, and employers appear to be sharing the marginal returns of flexible working time arrangements with at least some of their employees (Wolf and Beblo, 2004)

2.2.2 Flexible Work Arrangements in Context

A study by Hill *et al.*, (2001) came to the decision that flexible scheduling helps to improve the work-family balance, which ultimately results in reducing the work-family conflict. From all above previous researches it is clear that work-family conflicts and stress are very significant in reducing the performance of employee. They negatively affect the performance of the employees. To reduce this negative effect of stress and work-family conflict many researchers suggested the flexible work arrangement which ultimately improves the performance of the employees. Due to stress and work-family conflicts people feel it difficult to make a balance between the job and their social life. There are also so many other independent factors due to which we can reduce the stress and work-family conflicts.

Flexibility in scheduling work arrangements in terms of time can be in the forms that includes, such as alternative work schedules, flexible time, compressed work weeks, with overtime, break schedules, shifts, and predictable scheduling. Therefore, flexibility in terms of the

number of hours worked can be categorized as job shares, part time work, part year work, and phased retirement work. However, flexible work arrangement in terms of the place of work can be found in the forms such as working from a satellite location, working at home or at different locations, and telecommuting. This implies that flexible work arrangements are influenced by a number of contextual factors such as the systems thinking framework, organizational culture, and management theories that explains employee perceptions and behaviors (Winder, 2009).

Flexible time also known as flexi time is a variable work schedule, in contrast with the traditional work arrangements requiring employees to work a standard 9am to 5pm a day. Under flexi time, there is generally a core period of approximately 50% of the total working time (or working day) of the day, when employees are expected to be at work. (for example between 11am and 3pm), while the rest of the working day is “flexible time”, in which employees can choose when they work, subjecting to achieving total daily, weekly or monthly hours in the region of what the employer expects, and subject to the work being done. (Hill *et al.*, 2008) Part time arrangements refer to a situation in which an employee works less than a full workweek with compensation adjusted accordingly. A part time employee may work fewer hours each day of the work week or fewer days per week. Part time work would entail an employee working for less than 35 hours a week. Compressed work weeks allow an employee to work a traditional 35 to 40 hour work week in less than the traditional number of work days. Many compressed work weeks schedules options may be negotiated. For example, a full time employee scheduled to work for 40 hours a week could work for four 10 hour days instead of five 8 hour days.

Flexible work arrangements provide the employees with greater freedom in scheduling how they meet their full obligations at their workplaces. The most common form of such programs provides the employees with much leeway with respect to time in which the start and finish work, so long as they put in the required number of hours required by the employer. It recognizes the many difficulties and challenges that most employees have to balance with their family life and work duties, and as a result supporters of flexible work arrangements emphasize that such programs makes an organization more attractive to other prospective employees.

It is evident that flexible workers often face the challenge of convincing their colleagues that their arrangement holds up and that they are not just getting special privileges. It is therefore important to have someone in senior management position that believes in flexible work arrangements in order to achieve this. Senior management supporters of flexible work arrangements are able to stand up for the part time worker and defend this arrangement (Corwin, Lawrence and Frost, 2001). It is also important to adjust norms in the group of employees so that understandings of fair work contributions are negotiated and communicated in order to reduce the sense of inequity amongst employees. Colleagues need to be educated on the subject and these arrangements be promoted thoroughly throughout the organization in order to show their acceptance instead of it being simply put up on a website somewhere (Almer *et al.*, 2003).

However, their critics contend that flexible work initiatives redresses a number of long time inequalities that exists in balancing both family and work life, and therefore, not well thought out plans can impact an organization in deleterious ways. The results examined from flexible work arrangements discuss the balance between work and life, and includes the theories of spillover effects that occur within family and work spheres. Theories that explain effort are described in relation to enhancing productivity, as well as, the role that individual factors play in the perceptions and experiences of the employees in flexible work arrangements (Hill *et al.*, 2008).

2.2.3 Institutional Factors affecting Flexible Work Arrangements

2.2.3.1 Institutional Culture

Culture plays a big role in all human behavior by defining the society we live in, the way we think and perceive life in general. The Centre for Advanced Research on Language Acquisition (2014), defines culture as the shared patterns of behaviors and interactions, cognitive constructs, and affective understanding that are learned through a process of socialization. At the organizational level, organizational culture can be defined as “shared perceptions of organizational work practices within organizational units that may differ from other organizational units” (Van Den Berg & Wilderom, 2004). Therefore organizational culture

refers to certain ways, which evolved over time, how an organization performs its functions and includes the shared knowledge and competence of an organization.

A supportive organization culture provides an employee with a conducive work environment and it helps in determining whether an employee can opt to use flexible work arrangements. Thompson, Beauvais and Lyness (1999), defines a supportive organizational culture as the shared assumptions, beliefs and values regarding the extent to which an organization supports and values the integration of employees' work and family lives. A supportive organizational culture has been shown to be more important and appreciated by employees than the actual formal flexibility programs in the workplace. The behaviours and attitudes that are held up and rewarded in an organization communicate to the employees what is valuable to the organization. If employees perceive that usage of flexibility benefits are not a part of these behaviours they might be afraid and therefore unlikely to make use of their availability (Allen, 2001). A supportive culture therefore not only leads to more use of formal flexibility policies and has a significant influence on perceived work life but also plays a crucial role in employees' general attitudes, commitments and perceptions towards the organization (Den Dulk & Peper, 2007). Thompson and Prottas (2005) discovered that the supportiveness of an organization's culture was positively related to job satisfaction and negatively related to stress, intentions to quit and work-family conflicts. McNall, Masuda and Nicklin (2010) emphasize that employees are more likely to show positive attitudes and behaviours such as more job satisfaction and lower turnover intentions when they feel employers show understanding and care that they have lives outside of work, in form of flexibility policies.

The most important factor at the institutions is the culture. It is more formal than many places, and many administrative staffs are clearly on a lower status plane than the faculty. So there has to be care and thought about it. Some administrative jobs are there because they have to interact every day with students, so the work-at-home plan can't be offered to everyone. (Allen, 2001)

The nature of work is different as there are tough legal issues. The law requires that most of the work be directed by someone else, such as a supervisor, and that's clearly a more difficult situation when they're not in the office. However, today, through the use of the Internet and

Internet-based work, employers have an easier ability than perhaps ever before to establish a reliable means of tracking employee time worked. Many employers strive to establish a relationship between an employee being “online” and his/her “work time,” and they are helped in this regard with Internet tools now widely available for real-time reporting. In addition, there are several technologies available that can be integrated into an employee-portal approach that assist with several of the time reporting and communication challenges raised by having nonexempt employees working outside the office without full-time supervision. (Grantham, and Ware, 2009)

To the human side of flexible work, social isolation can be a problem. Employees are taught to know when they need to reach out to teammates and supervisors. Working in a distributed mode is more of a problem for managers than workers. The secret sauce is a combination of person, task and manager. You need a person who can stay focused, work that has measurable output, and a manager who isn't threatened. (Grantham, and Ware, 2009). There is however limited research on how institutional culture affects the adoption of flexible working arrangements in the university.

2.2.3.2 Institutional Structure

Every organization makes efforts to have a proper and systematic organizational structure to increase its efficiency and productivity. Such efforts alone can help in raising sales and net profits of companies and help them prosper. In a flexible organizational structure, workers are able to deliver good quality work by understanding and meeting expected requirements and taking good decisions at the right time. This structure aims at providing more freedom to employees and helps them take part in the working of the company without being mere spectators (Wander, 2009). Flexibility in organizations is necessary for providing them a decent and conducive work environment. A flexible organization does not have any unwanted or unnecessary restrictions or rules that can have a negative effect on the morale of the employees.

Hill *et al.*, (2008) emphasize that a flexible organizational structure aims at making work fun and enjoyable and easier for the workers. Location flexibility would enable employees to work from the location of their choice whereas work pattern flexibility and job flexibility will help them do job at which they are good at. An organization with legal flexibility can make some

management and structural changes which are essential for the firm's growth. Flexible structures can be the best way for speeding up the learning process. Skills flexibility allows the organization to bring an employee working on a different task-work on special projects so that his ability can prove to be useful in completing a project successfully. However, Wander (2009) observes that a high level of employee commitment and dedication is required for running such a structure. Though there are many advantages of flexible structure, there are also some problems associated with it.

According to Hill *et al.*, (2008), excessive freedom can lead to lower level of commitment and loyalty issues by the employees and some amount of in discipline in work. If this happens, then the organization would be at the losing side. Many times, in such a structure, individual achievements get more importance than the success of the entire team. This means that employees work for their own success, and not for the team or company. In the long run, such kind of working style can be disastrous and affect the performance of the firm (Hill *et al.*, 2008)

Perlow (1997), noted that workers who negotiate flexible work arrangements can be subject to subsequent lower performance evaluations due to their nonconforming work practices. This is particularly the case when performance is measured subjectively or not otherwise prorated based on the altered duties, hours, or other arrangements their i-deal entailed (Rousseau, 2005).

High performers who successfully negotiated flexible working arrangements to balance work and family demands have seen their career opportunities subsequently diminished, as they are judged less committed or valuable than peers without such arrangements (Perlow, 1997). Little is known however on how the institutional structure can affect the adoption of flexible working arrangements in institutions of higher learning, such as Maseno University.

2.2.3.3 Commitment of Management

For flexibility policies to work in practice in organizations, Supervisor support is really essential. They are critical to the success of flexibility as they are the ones who communicate and implement them. Supportive Supervisors can enhance employees feeling of entitlement and satisfaction as well as the effectiveness of flexible work arrangements. No supportive

organizational Supervisors can undermine a well intended organizational support. A supportive Supervisor also increases the perception that the organization is putting an effort in balancing work and family responsibilities. (Allen, 2001). Management support has furthermore been associated with greater use of flexible working (Houston and Waumsley, 2003) and has been shown to positively affect employee job attitudes such as job satisfaction (Thompson & Prottas, 2005). Allen (2001) found that the relationship between supportive Supervisors and work-family conflict was mediated by perceptions of a family supportive organization. Allen however also found that the relationship between supportive Supervisors and job attitudes was only partially mediated by a supportive environment. This can be attributed to the importance of supervisors in deciding flexibility options available to employees as well as their direct and meaningful influence on the employees' experiences, attitudes and perceptions of the work environment and the organization.

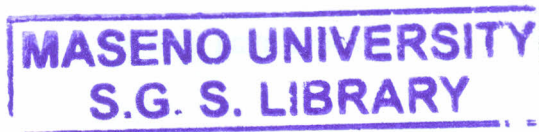
Although flexible work arrangements might reduce work-family conflict, they also can diminish what the employer comes to expect from workers with these arrangements. This is particularly the case where flexible work arrangements restrict worker visibility to their supervisor or their actual hours on the job (Hornung, Rousseau and Glaser, 2008). As a result of worker exercise of greater control over work time, flexibility arrangements will be negatively related to both work-family conflict and overtime hours. Further, as flexibility arrangements signal both worker concern and employer consent for balancing work and private life, employees with these arrangements are seen to experience little pressure to increase their performance. (Hornung, Rousseau and Glaser, 2008).

It however remains to be unknown, in which way the management, if committed, will ensure that Flexible Work arrangements are fully adopted in the institutions of higher learning, and specifically to Maseno University.

2.2.4 Flexible Work Effectiveness

2.2.4.1 Work – Life Balance

There are two types of role strain associated with work-family conflict. Overload is when the demand for time and energy of performing the two roles simultaneously are simply too great to



handle; and interference when the demands of the two roles are conflicting to the extent that it is difficult to perform them both adequately. Literature also provides for evidence of role enhancement theory which takes a more positive stance to the work-family balance concept and is drawn upon that aspects from one role provides resources that facilitates the other roles. Participation of one role enhances participation in the other. This happens when private life enjoyment helps employees to deal with the stress of work, therefore provide a sort of a buffer (Thompson & Prottas, 2005).

Perception of conflict, balance or enhancement between work and family is then the result of weighing out the gains and the demands of the work and family roles with the ultimate goal to achieve balance between the two roles. Work – family life balance can be achieved when individuals perceive that they have reached a satisfactory resolution of the multiple demands of the work and family spheres. It is influenced by a variety of contextual factors such as type of work and household responsibilities (Higgins *et al*, 2000).

2.3 Empirical Literature

Grover & Crooker carried out The 1991 General Social Survey of 745 randomly selected workers in the United States where they assessed the impact of family-responsive human resource policies, such as parental leave, flexible schedules, and child care assistance on organizational attachment. Employees who had access to family-responsive policies showed significantly greater organizational commitment and expressed significantly lower intention to quit their jobs. The data supported the theory that offering assistance to employees in need symbolizes concern for employees and positively influences attachment to the organization. The contrasting theoretical explanation that people are more attached to companies when they individually benefit from progressive human resource policies, received considerably less support. The practical implication of the study for human resource management professionals is that providing comprehensive family-friendly policies may have a positive impact beyond the individual employees who tap these benefits.

Standa in 2007 observed that higher education institutions rely on the commitment of the employees. Their consistent presence and availability to students and colleagues have an enormous influence in creating an atmosphere that encourages learning. Yet few institutions in

developing countries enforce, or even have, structures against moonlighting and excessive absenteeism. Many staffs work part time at several institutions, devote little attention to research or to improving their teaching, and pay little or no role in the life of the institutions that employ them.

Scandura & Lankau in 1997 found out that organizational commitment becomes positive when there is a flexible time schedule is being adopted by the organization. They suggested that women and those with family responsibilities may negotiate new psychological contracts that include family-responsive benefits such as flexible work hours. Relationships of gender, family responsibility, and flexible work hours to organizational commitment and job satisfaction were examined among 160 matched male and female managers in a cross-organizational study. Results revealed that women who perceived their organizations offered flexible work hours reported higher levels of organizational commitment and job satisfaction than women who did not. Also, flexible work hours were related to higher organizational commitment and job satisfaction for those having family responsibilities. Implications of these results for future research and organizational policy are discussed. Those organizations which adopt a flexible work arrangement achieve very good reputation in the market and people are attracted towards such organizations.

A research conducted by Glass and Finley, (2002) indicates that flexible work schedule has positive effects on organizational commitment, retention and job satisfaction. The study undertaken explored the factors of quality of working-life experiences in organizations. The study focused on 100 employees holding middle managerial positions in various organizations. The factor analysis of the component 'quality of working-life experiences' led to the extraction of 3 factors from various organizations. The three emerging factors were "relationship-sustenance orientation", "futuristic and professional orientation" and "self-deterministic and systemic orientation". The results indicate that these factors have substantial roles to play in satiating the needs of the employees and how at middle managerial level different aspects are valued and employed for developing a unique and inimitable quality of working life within their socio-technical systems for eliciting favorable job-related responses.

Flexible scheduling plays a vital role in decreasing the work family conflict and stress both of which are affecting the employee's performance. Okioga, Onsongo and Nyaboga (2012) noted that the demands placed on institutions of higher education to accommodate larger number of students and to serve expanding functions have resulted in reforms in higher education in many countries. Much debate has taken place concerning higher education reforms in the 1960's and a significant amount of change did take place. It is necessary to identify the important factors that contributed to the changes that took place.

Galinsky, *et al.*, (1996) has found out in their research that the adoption of flexible scheduling at the work place will reduce the stress and ultimately will result in form of better performance. Almer & Kaplan, (2002) also suggests that flexible scheduling helps to overcome stress and burnout. All these studies show that stress and work-family conflict have significant effects on the employee's performance and by reducing these two factors we can improve the performance of the employees. Lambert *et al.*, (2008) who examined flexible work arrangements found that predictors of use of flexible work arrangements were in most cases in the workplace; tenure, perception of colleague use, hours worked and supervisory responsibility. The most important was colleague use, possibly because seeing others working flexible means that you should be okay doing it as well. They also noted that the longer a person worked for an organization, the more comfortable they would be working flexible which can be attributable to having more confidence with their work environment.

Rau & Hyland, (2002) however had a divergent view. Their research challenged a popular assumption that organizations with flexible work arrangements are more attractive to job seekers than those with a standard work arrangement. Drawing on boundary theory, they suggested that the attractiveness of these arrangements depended in part on job seekers' inter-role conflict. Subjects were 142 MBA students at a midsized Midwestern University. Those with high role conflict were more attracted to an organization when flextime was offered than when it was not. Those with low role conflict, however, were just slightly less attracted to an organization when flextime was offered. Conversely, subjects with low role conflict were more attracted to an organization when telecommuting was offered than when it was not. Subjects with high role conflict were indifferent. These results suggested that organizations should

understand the needs of their targeted applicant pool and carefully consider recruitment implications of work arrangements when analyzing costs associated with these policies.

Although studies found links between employee perception of work group autonomy and intrinsic job satisfaction, it's also been found that autonomous work groups "did not demonstratively affect reported levels of job motivation, organizational commitment, mental health, work performance and voluntary turnover". (Wall et al 1986). Furthermore, a number of potential differences were identified, including threats posed for supervisory jobs, resistance to change within established and unionized sites, and increased managerial time and effort (Codery, Mueller and Smith)

These studies led to the need to clearly understand the measures that institutions could adopt to confront the problem of mismatch between the lives of their workers and the structure of the workplace. There is need to understand the managerial attitudes towards flexibility and the mechanisms managers use to select between them with respect to implementation. No study has been carried out to clearly demarcate significant factors affecting Flexible Work Arrangements in specific context of Maseno University. There has been limited research on how institutional culture affects the adoption of flexible working arrangements in the university. Little is known however on how the institutional structure can affect the adoption of flexible working arrangements in institutions of higher learning. It however remains to be unknown, in which way the management, if committed, will ensure that Flexible Work arrangements are fully adopted in the institutions of higher learning. Therefore there is a justifiable basis for conducting this study to disseminate relevant information to employers regarding significant factors leading to successful implementation of Flexible Work Arrangements, and as one of the tools to help them overcome problems of work – family conflicts and individual stress.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the researcher identified the general research strategy that outlines the way in which research was undertaken and, among other things, identified the methods to be used in it.

3.2 Research Design

The researcher used a cross sectional survey research design. Cross sectional case study design is a research design in which data is collected to indicate characteristics of a sample or population at a particular moment in time. (Kothari, 2004). This research design was chosen because it enables data to be collected quickly and inexpensively. It allows researchers to compare many different variables at the same time, with little or no additional cost. The results obtained from the survey sample can be generalized to the entire population of the university employees.

3.3 Study Area

The study was conducted at Maseno University and was carried out on the academic staff of the institution. Established in 2001 and review of Charter done in 2003, the University is located in Maseno Township along Kisumu-Busia road and 25 km from Kisumu City.

3.4 Target Population

The data for the study was collected from a target population of 412 members of staff serving in the academic realms. All the university's 10 schools and affiliate departments were included in the study. The population composition and proportions were presented in Table 3.1.

3.5 Sampling

Henry (2003) argues that using sampling makes possible a higher overall accuracy than a census. The smaller number of cases for which the researcher needs to collect data means that more time can be spent designing and piloting the means of collecting these data.

3.5.1 Sample Size

In this study, the sample size of 121 was randomly selected from each stratum following Cooper and Schindler (2003) suggestion that 30% of a population is sufficient for representation. The researcher used 30% in this case to get the sample size.

3.5.2 Sampling Procedure

Stratified random sampling was used, as it is used to obtain a representative sample if the population does not constitute a homogenous group. It results in more reliable and detailed information (Kothari, 2004). The sample was distributed as shown in Table 3.1.

Table 3.1: Sampling of Study Participants

Staff	Population Distribution	Pretest Sample	Available Population	Sample Size
Tutorial Fellows/ Assistant Lecturers	167	2	165	50
Lecturers	139	2	137	41
Senior Lecturers	47	2	45	14
Associate Professors	30	2	28	8
Professors	29	2	27	8
Total study population	412	10	402	121

Source: Maseno University Registry (2014)

3.6 Data Collection

3.6.1 Sources of Data

The researcher used both primary and secondary sources to collect data. The primary data was collected using a self-administered semi structured questionnaire. This was chosen for the study as it is inexpensive and the employees would read and respond to the questions at their own pace and time (Kothari, 2004). Each respondent received the same set of questions in

exactly the same way. An assumption had been taken by the researcher that all respondents are literate and thus able to read and write. Secondary data was also sourced to supplement primary data. This was collected from sources which was basically the literature review.

3.6.2 Data Collection Procedure

The questionnaires were sent to individual participants who were required to complete them as guided. To ensure higher response rate, the researcher took the initiative of follow-ups through telephone calls and visits at respondents' work stations.

3.6.3 Instrument for Data Collection

The data were collected using a self-administered semi structured questionnaire.

3.6.4 Reliability Test for Data Collection Instrument

The coefficient popularly known as "Cronbach's Apha" provides a useful reliability test for different methods that gives a true score, which is consistent to remembering the questions, which were asked in the questionnaire. Two participants were selected from each group to carry out a pilot test. A total of 10 participants from the target population of 412 were used in the pilot test. This was done to test the reliability index of the data collection instrument. The error measurement vis-a-vis the memory of the respondents who contributes when the questionnaires are administered should be the same

In testing the reliability of the data collection instrument, the study performed a pilot testing and Cronbach's alpha statistic was employed. The results of Cronbach's alpha statistic testing are illustrated below:

Table 3. 2: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.686	.690	26

Source: Survey data

A Cronbach's alpha statistic of 0.686 was yielded. This indicated that the data collection instrument was very reliable.

3.6.5 Validity Test for Data Collection Instrument

Expert views and suggestions of the supervisor were incorporated in the questionnaire which was aimed to capture specific information from the respondents, thus enhancing instrument validity.

3.7 Data Analysis and Presentation

From Hill *et al.*, (2008), work arrangements may be influenced by institutional culture, institutional structure and management commitment among others. The functional relationship in this case can be specified as follows

$$W=f(x_1, x_2 \text{ and } x_3)$$

Where W= Working arrangements

x_1 = Institutional culture

x_2 = Institutional structure

x_3 = management commitment

Algebraically, the relationship estimatable can be specified as,

$$W_i = \beta_0 + \beta_1 x_{1i} + \beta_2 x_{2i} + \beta_3 x_{3i} + \epsilon_i \dots\dots\dots \text{Eq. 3.1}$$

Where β is the parameter to be estimated, and

ϵ is the error term

On this basis, regression analysis will be conducted to establish relationship between the study variables and the Pearson's Correlation Coefficient will be computed to show the association between the study variables.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis of data obtained from the participants. The presentation of data and results are on a descriptive perspective. In addition, the chapter also illustrates the relationship between the current findings and those of previous studies.

4.2 General Information of Participants

In conducting the study, it was important to understand the general formation of the employees in Maseno University.

4.2.1 Gender of Participants

Table 4.1: Gender of the Participants

N	Valid				118
	Missing				3
Mean					1.42
Std. Deviation					.495
Variance					.245
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	69	57.0	58.5	58.5
	Female	49	40.5	41.5	100.0
	Total	118	97.5	100.0	
Missing	9	3	2.5		
Total		121	100.0		

Source: Survey data (2015)

Based on Table 4.1, 57.0% were male participants whereas 40.5% were female participants. On average, an employee in Maseno University is likely to be a male ($M = 1.42$, $SD = 0.495$) than a female. It means that from the participants that took part in the study, majority were male while the minority were female. However, with the representation ratio of 58:36, the study believed that the information obtained was not gender biased. It is also important to note that 9

(2.5%) participants did not indicate their gender and the researcher assumed that either they were not interested or overlooked the question.

4.2.2 Age of Participants

The study also established the representation of the employees in Maseno University within the selected sample on the basis of age. The results obtained are as follows:

Table 4.2: Age of the Participants

N	Valid				121
	Missing				0
Mean					2.53
Std. Deviation					.886
Variance					.785
		Frequency	Percent	Valid Percent	Cumulative Percent
	20 - 30 years	15	12.4	12.4	12.4
	31 - 40 years	44	36.4	36.4	48.8
Valid	41 - 50 years	45	37.2	37.2	86.0
	51 and above	17	14.0	14.0	100.0
	Total	121	100.0	100.0	

Source: Survey data (2015)

On the basis of the age, the study observed that out of the total participants, the majority (37.2%) belonged to the age bracket of between 41 and 50 years followed by those who belonged to the bracket of between 31 and 40 years (36.4%) with the least being the employees that are in the range of 20 to 30 years (12.4%) and between 51 and 60 years (14.0%). On average, the study interviewed participants that were in the range of 41 and 50 years ($M = 2.53$, $SD = .886$). The fact that majority of the employees are in the range of 31 and 50 years is a good indicator that the information obtained was from individuals who had adequate knowledge on the aspects of flexibility as relates to employment.

4.2.3 Academic Qualifications of Participants

The third aspect investigated amongst the participants was the academic qualification. The study identified four main academic qualifications, namely, Bachelor, Masters, Doctorate, and Post-doctorate degrees. The participants were then asked to select their academic

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qualifications, which were later on coded as 1, 2, 3, and 4 respectively in the analysis. The results of the responses obtained from the participants are represented in Table 4.4 below. Based on the results, the study interviewed on average an employee that had attained Master Degree ($M = 2.40$, $SD = .899$). Notably, the majority of the participants had Master's Degree (43.8%) followed by holders of Doctorate degree (28.1%), Bachelor's degree (14.9%), and the last being holders of Post-doctorate degree (13.2%).

Table 4.3: Academic Qualification

N	Valid				121
	Missing				0
Mean					2.40
Std. Deviation					.899
Variance					.808
		Frequency	Percent	Valid Percent	Cumulative Percent
	Bachelors Degree	18	14.9	14.9	14.9
	Masters Degree	53	43.8	43.8	58.7
Valid	Doctoral Degree	34	28.1	28.1	86.8
	Post Doctoral Degree	16	13.2	13.2	100.0
	Total	121	100.0	100.0	

Source: Survey data (2015)

On the basis of the above results, the study determined that the representation of participants was good enough in terms of understanding the aspects of the higher learning institution, which included the flexibility of working arrangements.

4.2.4 Nature of Employment

In determining the nature of employment, the study identified permanent, part-time, contract, and mixed. The responses obtained from the participants concerning the nature of employment are illustrated in Table 4.4. The responses show that on average participant under study was on part-time basis ($M = 2.37$, $SD = 1.336$). Nonetheless, the majority of the participants (43.0%) were on permanent basis, followed by those on mixed at 33.9%, contract at 12.4%, and part-time at 10.7%. The fact that majority of the employees are on permanent basis provides a better ground for understanding aspects of flexibility within working arrangements.

Table 4.4: Nature of Employment

N	Valid				121
	Missing				0
Mean					2.37
Std. Deviation					1.336
Variance					1.786
	Frequency	Percent	Valid Percent	Cumulative Percent	
	Permanent	52	43.0	43.0	43.0
	Part Time	13	10.7	10.7	53.7
Valid	Contract	15	12.4	12.4	66.1
	Mixed	41	33.9	33.9	100.0
	Total	121	100.0	100.0	

Source: Survey data (2015)

4.2.5 Length of Service of Participant

The other aspect, which was important for the study was the length of service. When asked about the amount of time they have spent in Maseno University, the participants provided the following responses:

Table 4.5: Length of Services

N	Valid				121
	Missing				0
Mean					2.23
Std. Deviation					1.250
Variance					1.563
	Frequency	Percent	Valid Percent	Cumulative Percent	
	0 - 5 years	53	43.8	43.8	43.8
	6 - 10 years	17	14.0	14.0	57.9
Valid	11 - 15 years	21	17.4	17.4	75.2
	Over 15 years	30	24.8	24.8	100.0
	Total	121	100.0	100.0	

Source: Survey data (2015)

From the responses obtained, 43.8% of the participants have served the university for less than 5 years, that is, from 1 day to 5 years. On the other hand, 24.8% of the participants have been in the university for more than 15 years whereas only 17.4% of the participants have served for between 11 and 15 years. The least number of employees are those who have served the university for between 6 and 10 years, 14.0% of the participants. It is also important to note

that on average the participants had served Maseno University for a period of between 6 and 10 years ($M = 2.23$, $SD = .1.250$). The results indicate that the participants have been in service long enough to provide the study will adequate and reliable information concerning flexible working arrangements.

4.3 General Descriptive Statistics

The study obtained the descriptive statistics of the averages for the variables or concepts under study. The main concepts included flexible working environment, cultural factors, structural factors, and the commitment of the management towards enhancing flexible working environment for the employees. The descriptive statistics for the averages of the four concepts are illustrated in the following table:

Table 4.6: Descriptive Statistics for the variables

	N	Mean	Std. Deviation	Variance
Average for Flexible Working	121	3.631	.4211	.177
Culture Average	121	3.820	.3371	.114
Structure Average	121	3.597	.4582	.210
Management Average	121	3.660	.4349	.189
Valid N (listwise)	121			

Source: Survey data (2015)

Based on the results presented in Table 4.6, the study established that on average the participants agreed to the fact that Maseno University provides flexible working arrangements ($M = 3.631$, $SD = .4211$) in terms of flexible time, part-time arrangements, and the idea of compressed work weeks as illustrated in the conceptual framework of the study.

From Table 4.6, the average for institutional culture indicated that on average the participants agreed ($M = 3.820$, $SD = .3371$) to the numerous aspects that define institutional culture and flexible working arrangements.

Table 4.6 also indicates that the average for institutional structure indicated that on average the participants agreed with the statements explaining the different aspects of institutional structure and how they affect the adoption of flexible working arrangements ($M = 3.597$, $SD = .4582$).

In the same table, Table 4.6, the average for management commitment indicated that on average the participants agreed with the statements explaining the different aspects of commitment of the management of Maseno University and how they affect the adoption of flexible working arrangements ($M = 3.71$, $SD = .466$).

4.4 Specific Aspects of the Variables

Other than providing the averages of the various variables under investigation, the study also analysed the specific aspects of different variables under investigations. The following sections provide an analysis of the specific aspects of the four variables that were under investigation in the present study.

4.4.1 Flexible Working Arrangements

The specific aspects of flexibility of working arrangement as identified in the study included knowledge of employees regarding the Flexible Work Arrangements that are offered in Maseno University, changing of jobs to help one achieve better work life balance, freedom to make decisions regarding work, work timings to be flexible, and the idea that the institution offers compressed work weeks that condense a typical work week into fewer than 5 days. The responses obtained from the participants regarding these specific aspects are illustrated in the Table 4.7.

The specific elements defining the flexible working arrangements as obtained from the study include knowledge of employees ($M = 3.53$, $SD = .990$), changing of jobs ($M = 3.81$, $SD = .596$), freedom to make decisions ($M = 3.55$, $SD = .992$), work timings ($M = 3.69$, $SD = .805$), and compressed work weeks ($M = 3.68$, $SD = .710$). On average the employees agreed with these aspects of the institutional culture and their impact on the adoption of flexible working arrangements.

Table 4.7: Specific aspects of Flexible Working Arrangements

	Knowledge of Employees	Changing Jobs	Freedom of Employees	Work Timings	Compression
N Valid	121	121	121	121	121
N Missing	0	0	0	0	0
Mean	3.53	3.81	3.55	3.69	3.68
Std. Deviation	.990	.596	.992	.805	.710
Variance	.980	.355	.983	.647	.504

Source: Survey data (2015)

4.4.1.1 Cultural Factors

The specific aspects of institutional culture that define and determine the flexibility of working arrangement as identified in the study included prevalence of flexibility options, jobs interference, beliefs that Flexible Work Arrangements have a positive effect on engagement, motivation and satisfaction, fact that established flexible culture can be used to include training, policies and use in recruitment, and the idea that degree of flexibility culture correlates to turnover more than the number of flexible options. The degree to which the participants agreed to these specific aspects are illustrated in the following Table 4.8.

Table 4.8: Specific Aspects of Institutional Culture

	Prevalence of Flexibility	Jobs Interference	Positive Effect	Culture and Enhancement	Culture & Turnover
N Valid	121	121	121	121	121
N Missing	0	0	0	0	0
Mean	3.86	3.74	3.97	3.64	3.88
Std. Deviation	.767	.770	.645	.681	.635
Variance	.588	.592	.416	.464	.403

Source: Survey data (2015)

The results indicated that on average the participants agreed to prevalence of flexibility options ($M = 3.86$, $SD = .767$), jobs interference ($M = 3.74$, $SD = .770$), beliefs that Flexible Work Arrangements have a positive effect on engagement, motivation and satisfaction ($M = 3.97$, $SD = .645$), fact that established flexible culture can be used to include training, policies and use in recruitment ($M = 3.64$, $SD = .645$), and the idea that degree of flexibility culture correlates to turnover more than the number of flexible options ($M = 3.88$, $SD = .635$) as institutional cultural factors that affect flexible working arrangements. On average the employees agreed

with these aspects of the institutional culture and their impact on the adoption of flexible working arrangements.

4.4.1.2 Structural Factors

The specific aspects of institutional structure that the study identified and investigated include cooperate within various teams of employees, possibility to perform multi tasks, the professional growth and advancement in future obtained from the job, training of employees to be successful with Flexible Work Arrangements, and presence of proper and improved facilities in the institution. Responses obtained from the participants are as indicated in Table 4.9:

Table 4.9: Specific Aspects of Institutional Structure

		Cooperation	Multitasking	Growth & Development	Training	Facilities in the Work
N	Valid	121	121	121	121	121
	Missing	0	0	0	0	0
Mean		3.65	3.53	3.55	3.53	3.83
Std. Deviation		.901	.946	.846	.797	.840
Variance		.812	.894	.716	.635	.706

Source: Survey data (2015)

From the results of the responses, on average the employees agreed with the aspects of cooperate within various teams of employees ($M = 3.65$, $SD = .901$), possibility to perform multi tasks ($M = 3.53$, $SD = .946$), the professional growth and advancement in future obtained from the job ($M = 3.55$, $SD = .946$), training of employees to be successful with Flexible Work Arrangements ($M = 3.53$, $SD = .797$), and presence of proper and improved facilities in the institution ($M = 3.83$, $SD = .706$). On average the employees agreed with these aspects of the institutional structure and their impact on the adoption of flexible working arrangements.

4.4.1.3 Management Commitment

The specific aspects of management commitment that the study identified and investigated include top management being perceived as a barrier to job flexibility, negative impact on the flexible work management on the management/employee relationships, high level of bureaucracy on matters of achieving flexible arrangements, lack of inclusivity in strategy

development, the low numbers of staff, and the reduction of the bureaucracy in adoption and implementation of policies. These aspects have been identified and the participants were asked to state the extent to which they agreed to different standards confirming the aspects of management commitment towards adopting flexible work arrangements. The degree to which the participants agreed to these specific aspects are illustrated in the following Table 4.10.

Table 4.10: Specific Aspects of Management Commitment

		Mngt Barrier	Mngt/Employee	Bureaucracy	Inclusivity	Reducing Bureaucracy
N	Valid	121	121	121	121	121
	Missing	0	0	0	0	0
Mean		3.56	3.86	3.59	3.61	3.68
Std. Deviation		.982	.830	.813	.810	.710
Variance		.965	.688	.661	.656	.504

Source: Survey data (2015)

From the responses obtained during the study, the study found out that on average the employees agreed to top management being perceived as a barrier to job flexibility ($M = 3.56$, $SD = .982$), negative impact on the flexible work management on the management/employee relationships ($M = 3.86$, $SD = .830$), high level of bureaucracy on matters of achieving flexible arrangements ($M = 3.59$, $SD = .813$), lack of inclusivity in strategy development ($M = 3.61$, $SD = .810$), and the reduction of the bureaucracy in adoption and implementation of policies ($M = 3.68$, $SD = .710$). On average the employees agreed with these aspects of the institutional structure and their impact on the adoption of flexible working arrangements.

4.5 Regression Analysis

Apart from the descriptive statistics, the study aimed at establishing the effect of institutional culture, structure, and management commitment on flexible work arrangements. In achieving this objective, the study performed a regression analysis using the following model as illustrated in Chapter three as Eq. 1:

The regression and correlation analysis yielded the following results:

Table 4.11: Correlation Matrix of the Variables

		Average for Flexible Working	Culture Average	Structure Average	Management Average
Pearson Correlation	Average for Flexible Working	1.000	.452	.644	.743
	Culture Average	.452	1.000	.335	.265
	Structure Average	.644	.335	1.000	.740
	Management Average	.743	.265	.740	1.000
Sig. (1-tailed)	Average for Flexible Working	.	.003	.000	.000
	Culture Average	.003	.	.000	.002
	Structure Average	.000	.000	.	.000
	Management Average	.000	.002	.000	.
N	Average for Flexible Working	121	121	121	121
	Culture Average	121	121	121	121
	Structure Average	121	121	121	121
	Management Average	121	121	121	121

On the basis of results in Table 4.11, the study established that there are positive correlations amongst the variables under investigations. The study established that there is a positive correlation between flexible working arrangement and institutional culture ($r = .452$), flexible working arrangements and institutional structure ($r = .644$), and between flexible working arrangements and management commitment ($r = .743$). In terms of the significance levels, it is clear that all the Pearson Correlations were statistically significant at 5% significance level since all the p values were less than 0.05.

The model summary of the regression analysis is illustrated below:

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765 ^a	.586	.575	.2745

a. Predictors: (Constant), Management Average , Culture Average , Structure Average

Based on the model summary, it is established that there is a high degree of correlation since $R = 0.765$. On the other hand, the model used in the study can explain that 58.6% (R square =

0.586) of the variations in the flexible working arrangements in Maseno University can be explained by the institutional cultural factors, institutional structural factors, and the commitment of the management.

Since more than 50% of the variations in flexible working arrangements can be explained by the cultural factors, structural factors, and management commitment, it is clear that the model is an effective one towards establishing the relationship between the dependent and independent variables.

The results of analysis of variance are illustrated in Table 4.13 below:

Table 4.13: ANOVA Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.468	3	4.156	55.174	.000 ^b
	Residual	8.813	117	.075		
	Total	21.281	120			

a. Dependent Variable: Average for Flexible Working

b. Predictors: (Constant), Management Average , Culture Average , Structure Average

From the ANOVA analysis, the study established that the regression model predicts the dependent variable significantly well. In the table, $p (= 0.00) < 0.05$, and indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

With respect to the coefficients of the independent variables, the regression analysis produced the Table 4.14, the model can be summarised as follows:

$$W_i = 0.800 + 0.123 x_{1i} - 0.243 x_{2i} + 0.844 x_{3i}$$

From this model, the study established that there is a weak positive relationship between flexible working arrangements and the institutional culture, that is, there is a weak positive effect (+0.123). In addition, the study established that management commitment has a strong positive impact on the flexible working arrangements (+0.844). However, the study established a weak negative effect of institutional structure on the flexible working arrangements (- 0.243).

Table 4.14: Coefficients of the Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Culture Average	.123	.079	.098	1.557	.002	-.033	.279
1 Structure Average	-.243	.083	-.264	-2.919	.004	-.408	-.078
Management Average	.884	.086	.913	10.313	.000	.714	1.054

a. Dependent Variable: Average for Flexible Working

4.6 Interpretation of the Results

4.6.1 Institutional Culture

In respect to institutional culture, the study established a positive relationship with the flexible working arrangements, that is, institutional culture positive affects the flexible working arrangements of the institution under study. The findings of this study are the same as those of Den Dulk and Peper (2007). In their study, Den Dulk and Peper (2007) confirmed that in developing flexible working arrangements, institutions and organisations need to consider the working culture of the institution or organisation since such aspects will positively affect the flexible working arrangements. The same findings were also established in studies conducted by Wander (2009) who found out that organisation work culture are the essential values and behaviours that contribute to the unique social and psychological environment that enhances the productivity of an individual employee within the organisation or institution. While confirming the findings of the present study, Kelliher and Anderson (2009) also established in their study that organizational work culture includes an the expectations of the organisation, experiences, philosophy, and values that hold an organisation together especially with regards to the workings of all the stakeholders in the firm. Usually, organisation work culture and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. Such a culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Undoubtedly, institutional work culture is very essential in the adoption of the flexible work arrangements in various institutions and organisations across the globe. It is also important to note that the

above results were congruent with those of Waumsley (2003) and Allen (2001) who established that whenever there are pressures within the working culture of an institution it becomes difficult to attain a flexible working arrangements whereas with little or no pressures, employees and other stakeholders in an institution or organisation can effectively perform their jobs and duties flexibly.

4.6.2 Institutional Structure

With respect to institutional structure, the study established that there is a negative relationship between various aspects of the institutional structure and the flexible working arrangements. The findings of the present study can be compared and contrasted to various previous studies that attempt to explain the impact of institutional structure on the adoption of flexible working arrangements in organisations and institutions. Such results are consistent with those of Wander (2009) which established that an institutional structure revolves around the typically hierarchical arrangement of lines of authority, communications, rights and duties of an organization. The study further established that institutional structure determines how the roles, power and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels of management. Amongst the elements identified in the study correlate to the determination of roles, powers, and responsibilities that individuals within an institution need to perform. Consequently, the findings of the current study are in line with those of Wander (2009), which explained that institutional structures are very essential in defining and determining the adoption of flexible working arrangements.

The study also established the fact that there is here is usually a close relationship between institutional structural elements and the flexibility of the working arrangements. Such findings of the present study are also similar to those of Thompson and Prottas (2005). While conducting a study on the relationships among organisational family support, job autonomy, perceived control, and employee well-being, established that an institutional structure depends on the objectives of an institution and the strategy employed in meeting such objectives. In other studies performed by Den Dulk and Peper (2007), it was established that it is important to note that the formal structure of an institution provides two important roles for institutional members. Such results were consistent with those of the present study especially in respect to the different aspects of institutional culture that are likely to have impact on the

adoption of flexible work arrangements. With respect to defining and determining the roles of employees in an institution or organisation, the findings of the current study were congruent with those of Kelliher and Anderson (2009), which stated that the structure of an institution clarifies roles for institutional members, so that each member knows what they are supposed to do and who they report to. The structure also dictates the amount of control an institutional member has regarding his or her job in the organization.

4.6.3 Management Commitment

The current study established that in based on the responses from the participants; there is a positive relationship between commitment of the management and flexible working arrangements. In other words, the study established that management commitment has a very strong positive effect in the adoption of flexible working arrangements. Like any other university across the globe, Maseno University is a decentralized organization besides being a bottom heavy organization that has a high degree of autonomy in decision-making by academic staff. On this basis, Maseno University thrives well when there are adequate planning, controlling, organizing, leading, and developing of the specific resources towards attaining specified objectives and targets. These findings were echoed by the studies performed by Allen (2001), Thompson and Prottas (2005), and Houston and Waumsley (2003) in identifying the fact that management plays a significant role in development and adoption of flexible work arrangements. Den Dulk and Peper (2007) assert that through institutional management, institutions such as Maseno University can lay out plans and organizing available production resources to run a successful organization; a concept known as institutional management. Institutional management can also be called strategic financial management. Steps in institutional management generally include identifying the current situation, identifying the desired situation and determining the steps necessary to get there. The idea behind institutional management is to lay out a strategic plan that outlines concrete steps to maximize company success. In the current study, the objective is to adopt flexible working arrangements.

In a study conducted by Green (2004), it was established that institutional management continues to be an essential component in defining, determining, and adopting flexible work arrangements, which confirm the findings and results of the present study. In his study, Green (2004) identifies some of the ways through which institutional management can help in

ensuring that there is flexible work arrangement. Amongst the aspects identified in the study, which are also investigated and found out in the study conducted by Den Dulk and Peper (2007) include the role of management in enhancing opportunity and fairness where every employee will be eligible to apply for flexible working and we recognise the important role that flexible working has in terms of responding to the diversity of our workforce, which are also consistent with the present results or findings.

The study also established similar findings to those of Kelliher and Anderson (2010) who established that the institutional management can be engaged in enhancing co-operation and understanding, communication and consultation, striking a balance, developing the priority of University objectives, and providing guidance and support. On the basis of the study, it was established that there are aspects that the management of Maseno University has made favourable working environments for employees, which eventually has promoted productivity and performance of the employees. The findings of this present study were congruent with those of Kelliher and Anderson (2010), which established that one of the many aspects that enhance the productivity and performance of employees is fairly flexible work schedule. Institutional management of Maseno University has the responsibility of not only communicating based on consultation to the employees but also understanding their need for work-family balance. Consequently, the management has ensured that workers have a fairly flexible work schedule. However, the idea of high level of bureaucracy in Maseno University has made employees believe that the opinion of institutional management in the definition, determination, and adoption of flexible work arrangement is low.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Summary of Findings

The current study focused on investigating the effect of institutional factors on adoption of flexible work arrangements at Maseno University, Kenya. In order to attain these objectives, the study focused on determining the effect of institutional culture, institutional structure, and the commitment by management in adopting flexible working arrangements at Maseno University. In summary, the study established that the participants viewed institutional culture stronger than any other factor towards the adoption of flexible working arrangements. Institutional structure was considered as the weakest amongst the three factors in having an impact towards adopting flexible working arrangements. While focusing on these three main factors, the study established that there are specific cultural, structural, and managerial commitment elements that impact on the adoption of flexible working arrangements.

The study established a positive relationship between the institutional cultural factors and the flexible working arrangements. In other words, the study established that institutional culture positively affect the adoption of flexible working arrangements. With respect to the the specific institutional cultural factors, the study established that adoption of flexible working arrangements is likely to be influenced by knowledge of employees regarding the Flexible Work Arrangements that are offered in Maseno University, prevalence of flexibility options, jobs interference, beliefs that Flexible Work Arrangements have a positive effect on engagement, motivation and satisfaction, fact that established flexible culture can be used to include training, policies and use in recruitment, the idea that degree of flexibility culture correlates to turnover more than the number of flexible options, changing of jobs to help one achieve better work life balance, and the idea of managing to finish all available work in the office.

With respect to institutional structure, the study established there is a negative relationship between the structure and flexible working arrangements of an institution. In other words, when the structure of an institution becomes more rigid, the flexible working arrangements are affected negatively. In addition, the study established that under the institutional structural

factors, the main elements that are likely to have an impact on the adoption of flexible working arrangements include freedom to make decisions regarding work, presence of proper and improved facilities in the institution, cooperate within various teams of employees, possibility to perform multi tasks, the professional growth and advancement in future obtained from the job, work timings to be flexible, training of employees to be successful with Flexible Work Arrangements, and the idea that the institution offers compressed work weeks that condense a typical work week into fewer than 5 days.

The last aspect was commitment of the management. Based on the study findings, the commitment of management was seen as that which has a strong positive effect on the adoption of flexible working arrangements. On this basis, when the management is committed, there is a high possibility that flexible working arrangements will be attained. In the last aspect of commitment of the management, the study established that top management being perceived as a barrier to job flexibility, negative impact on the flexible work management on the management/employee relationships, flexible work arrangement system towards further studies of the employees, length of time required to complete a course of study for flexible employees, high level of bureaucracy on matters of achieving flexible arrangements, lack of inclusivity in strategy development, the low numbers of staff, and the reduction of the bureaucracy in adoption and implementation of policies are some of the factors that have impact on the adoption of flexible working arrangements.

5.2 Conclusions

Flexible work arrangements continue to invoke a lot of interests due to the benefits employees derive from the concept. Some of the benefits derived by employees from flexible work arrangements include improved job satisfaction, reduced stress, reduced commuting time and cost, increased productivity, enhanced growth & learning, and enhanced quality of life amongst others. Consequently, institutions and organisations across the globe continue to define, determine, and adopt flexible work arrangements with an intention of allowing employees to enjoy some of the aforementioned merits. It is on the basis of such significance that the current study developed an interest to identify some of the factors that affect the adoption of flexible working arrangements. In attaining the general objective, the study concentrated on three specific objectives that included determining the effect of institutional culture, commitment by

the management, and organisational structure in the adoption of flexible working arrangements. Maseno University was used as a cross sectional case study to help in meeting the objectives of the study.

5.3 Recommendations

From the basis of the above results, the study provides various recommendations to institutions or organisations that would wish to adopt flexible working arrangements. The study recommends that Maseno University and any other interested party should embrace modern management methods and foster a healthy work-life balance, including by reviewing and enhancing the implementation of the policies of Flexible Working Arrangements. Embracing modern methods is an effective and efficient way through which various limiting factors such as lack of inclusivity in strategic development, low staffing levels, lack of proper and improved facilities, and high levels of bureaucracy in the formulation of policies can be eliminated. Through the concept of embracing modern methods, it will be easier for Maseno University and other related institutions to effectively and efficiently enhance the performances and productivity of their employees. In addition, the idea of fostering healthy work-life balances amongst the employees is the surest way of ensuring that the adoption of flexible working arrangements is efficient.

5.4 Limitations of the Study

Despite attaining the objectives, the study was limited to scope, which resulted from time and financial constraints. The available time was insufficient in performing a detailed study on the factors affecting adoption of flexible working arrangements. In addition, the available funds were insufficient, which limited the amount of resources required in completing the study. However, through the use of timetable, time schedule, and a budget, the study was able to delimitate the above limitations. For instance, timetable and time schedule ensured that all the activities intended were performed within the scheduled time. Moreover, the budget developed during the writing of the proposal assisted in soliciting for funds.

5.5 Areas for Further Research

The study recommends that another study should be conducted that compares two or more institutions. Maseno University is an institution that operates slightly different from other institutions. It has a different culture, structure, and management commitment from other institutions. Therefore, the findings of the current study are limited in application. Furthermore, the study was limited to academic staff of the University. Further research should be carried out also on non academic staff of Universities to provide a better understanding on how institutional work culture, institutional structure, and commitment of management affect the adoption of flexible working arrangements.

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