

**EFFECT OF FLEXIBLE WORK SCHEDULES ON EMPLOYEE
PERFORMANCE IN COMMERCIAL BANKS IN NAKURU COUNTY**

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**A Project Submitted to the Institute of Postgraduate Studies of Kabarak
University in Partial Fulfilment of the Requirements for the Award of Master of
Business Administration (Human Resource Management) Degree**

KABARAK UNIVERSITY

NOVEMBER, 2025

DECLARATION

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This thesis entitled "**Effect of Flexible Work Schedules on Employee Performance at Commercial Banks in Nakuru County,**" and written by **Carolyn Chemutai Rono** is presented to the Institute of Postgraduate Studies of Kabarak University. We have reviewed the thesis and recommend it be accepted in partial fulfilment of the requirement for the award of Master of Business Administration (Human Resource Management) Degree

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DEDICATION

This project is dedicated to my beloved family, whose unwavering support and encouragement has been the cornerstone of my academic journey. Your love, guidance, and belief in my abilities have fueled my determination and inspired me to reach for greater heights. I am deeply grateful for your sacrifices, understanding, and constant presence in my life. This achievement is a testament to our shared values of perseverance, resilience, and commitment to excellence. Thank you for being my pillars of strength and for always believing in me.

ACKNOWLEDGEMENT

I begin by acknowledging the divine guidance of God, whose presence and grace have illuminated my path and granted me strength throughout this endeavor. My deepest appreciation goes out to everyone who has helped me with this project. Professor Simon Kipchumba and Dr. Jeptepkeny Bowen, who oversaw my work, have my eternal gratitude for all the help and advice they gave me. My loved ones have always been there for me, and for that, I am eternally thankful. I am grateful to my classmates and coworkers for all the help and insightful comments they have given me.

ABSTRACT

The banking sector in Nakuru County is growing, yet flexible work schedules remain underutilized despite their potential to improve employee performance. This study examined the effect of flexible work schedules on employee performance in commercial banks in Nakuru County, specifically the effect of flexitime, compressed workweeks, remote work, and shift swapping on employee performance. Employing a quantitative correlational research design, data were collected from 84 respondents, including bank general managers, their assistants, and human resource managers, using structured questionnaires on a 1-5 Likert scale. Descriptive statistics, correlation, and multiple regression analyses were performed using SPSS version 25 to evaluate the relationships between the independent variables (flexitime, compressed workweeks, remote work, shift swapping) and employee performance. Results indicated that flexitime ($\beta = 0.110$, $p = .000$), compressed workweeks ($\beta = 0.550$, $p = .008$), remote work ($\beta = 0.230$, $p = .040$), and shift swapping ($\beta = 0.040$, $p = .002$) significantly enhance employee performance, with compressed workweeks exhibiting the strongest effect. Correlation analyses revealed strong positive associations with flexitime, $r = 0.964$, $p < .01$; remote work, $r = 0.957$, $p < .01$, and the regression model accounted for 58% of the variance in employee performance ($R^2 = 0.58$). The findings suggest that Nakuru's unique economic and operational context may amplify the benefits of flexible schedules. The study recommends that commercial banks across Kenya adopt and expand flexible work policies to boost performance, job satisfaction, and work-life balance, with HR departments and bank executives responsible for implementation. Future research should investigate these effects in other industries and regions and explore the influence of organizational culture on policy effectiveness.

Keywords: *Flexible Work Schedules, Employee Performance, Flexitime, Compressed Workweeks, Remote Work, Shift Swapping, Commercial Banks, Nakuru County, Kenya.*

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CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS

Compressed Workweeks: Enabling employees to work longer hours on fewer days, thereby condensing the traditional five-day workweek into fewer days. This could mean working four 10-hour days instead of five 8-hour days (Deel 2023). In this study, Compressed Workweeks refer to arrangements that allow employees of commercial banks in Nakuru County to work longer hours on fewer days, to determine the effect of such arrangements on employee performance.

Employee Performance: Performance measurement is a systematic procedure that utilizes various indicators to evaluate an employee's performance and overall organizational contribution. Prominent indicators included in common metrics comprise productivity, job quality, efficiency, adherence to corporate standards, and customer happiness. According to ProofHub (2023), these indicators offer a comprehensive view of an employee's performance, enabling firms to tailor their approaches to enhance productivity and foster employee well-being.

Flexible Work Schedules: Refer to arrangements that allow employees to vary the timing of their workday, often deviating from traditional fixed hours. This can include options such as compressed workweeks, flexitime, telecommuting, or job sharing, where employees have some autonomy in determining when and where they perform their work tasks (Bond & Haynes, 2021).

Flexitime: Flexitime refers to a work arrangement where employees have the freedom to choose their working hours within a set range, as opposed to a rigid 9-to-5 schedule. This flexibility is designed to enhance job satisfaction, productivity, and work-life balance by enabling employees to adjust their work hours to accommodate personal commitments (Smith, 2020). In this study, Flexitime is operationalized by evaluating its impact on Task Completion (the ability to meet deadlines), Work-Life Balance (the equilibrium between work demands and personal life), and Absenteeism

(the frequency of unscheduled leave) among employees in commercial banks in Nakuru County.

Remote Work: Remote Work refers to a work arrangement in which employees perform their job functions from a location other than the traditional office environment, such as from home or a co-working space, facilitated by digital technology (Deel, 2023). In this study, Remote Work denotes the practice of allowing employees of commercial banks in Nakuru County to work from locations other than the traditional banking hall or office.

Shift Swapping: Shift swapping involves exchanging scheduled work shifts with one another to accommodate personal needs or preferences. This system aims to enhance job flexibility, reduce work-related stress, and improve overall job satisfaction (Jones, 2021). For this research, Shift Swapping is operationalized by analyzing its impact on Shift Flexibility (the ease with which employees can adjust their shifts), Work Schedule Adherence (the consistency with which employees follow their assigned shifts), and Work Continuity (the seamlessness of work operations despite shift changes).

Work Schedule: A work schedule refers to the predetermined hours and days during which employees are expected to be present and perform their job responsibilities (Brits, 2021). In this study, a work schedule specifically pertains to the structured arrangement of working hours for employees in commercial banks located in Nakuru County.

CHAPTER ONE

INTRODUCTION

1.1 Background Information

The impact of more flexible work schedules on productivity in the workplace has recently attracted considerable attention. More and more companies are realizing that flexible work arrangements help employees feel more fulfilled, have a better work-life balance, and perform better overall. Thompson (2018) defines flexible work schedules as "alternative work arrangements" that provide workers with more leeway in terms of when, where, and how long they work. Organizations began experimenting with various work alternatives in the late 1970s in response to the energy crisis and the desire to reduce commute times (Allen *et al.*, 2018). This is when flexible work schedules first emerged. These pioneering efforts paved the way for the study and implementation of flexible work arrangements in the decades that followed. Over time, flexible work hours were adopted for more than just energy savings. They were also intended to enhance engagement, facilitate the recruitment and retention of top talent, meet the demands of a diverse workforce, and promote work-life integration.

As businesses across the world try to adjust to the new normal in the workplace and satisfy their workers' ever-changing demands, flexible work schedules have become more popular. The International Labor Organization found that flexible work arrangements are on the rise globally in their 2019 study. For instance, in Asia, 79% of workers in the area reported having access to flexible work alternatives, according to a poll by the Workforce Institute (2020). Similarly, according to the US Bureau of Labor Statistics (BLS, 2021), around 29% of employees were able to utilize flexible work arrangements. These numbers show that flexible work hours are being recognized and used all across the world as a way to boost employee performance.

Several factors have contributed to the widespread adoption of flexible work arrangements globally. Workers may now communicate with coworkers from any location thanks to technological developments like high-speed internet and collaborative digital tools. As a means of maintaining operations and putting workers' safety first, several companies have turned to remote work models since the COVID-19 outbreak. According to the World Economic Forum (WEF, 2021), a large majority of companies throughout the world are already preparing to implement more flexible work arrangements in the aftermath of the pandemic. The favorable effect of flexible work hours on employee performance is becoming more and more acknowledged, as shown by these developments.

Depending on one's location, the prevalence of flexible work schedules could be higher or lower. For instance, over 80% of businesses in the area offer their workers some flexibility, according to Eurofound (2020), a European group that strives to enhance living and working circumstances. When it comes to offering more flexible job options, the United Kingdom has been well ahead of the curve. Workers have had the legal right to request more flexible work schedules since 2003. Furthermore, a study conducted by the Chartered Institute of Personnel and Development revealed that 76% of UK enterprises had already instituted flexible work arrangements (CIPD, 2020).

Different cultural, economic, and technical variables cause nations to embrace flexible work hours at different rates. Although more and more African nations are embracing flexible work arrangements, their implementation and prevalence vary. As an example, flexible employment choices have become much more common in South Africa. In light of the increasing acknowledgement of the positive effects of flexible work arrangements on employee performance, a study carried out by the South African Reward Association

(SARA, 2020) found that less than 20% of South African firms reported providing such arrangements.

Another country that has shown a growing interest in flexible work hours is Nigeria. Recognizing the favorable effect on employee well-being and performance, research performed by the Chartered Institute of Personnel Management of Nigeria (CIPM, 2021) found that fewer than 30% of firms polled in Nigeria have embraced flexible work arrangements. The rise of remote work and flexible work hour alternatives made possible by technological improvements, as well as shifting work dynamics and the demand for a better work-life balance, are all factors contributing to this trend. Various African nations are at varying levels of adopting flexible work arrangements, but overall, this trend is on the rise. These instances demonstrate that companies throughout Africa are recognizing the benefits of flexible work arrangements to enhance employee performance and well-being, despite limited data on flexible work schedules in Africa overall.

Several Kenyan industries have begun to see the value of flexible work hours as a tool to boost employee productivity. In the banking sector, for example, some large institutions have implemented flexible work arrangements to enhance operational efficiency and employee satisfaction (Mutugi, 2020). Likewise, Odhiambo (2021) notes that IT and telecom companies like Safaricom and Microsoft Kenya have adopted more flexible work arrangements to boost productivity and encourage new ideas.

According to Kellier and Anderson (2010), flexitime is a type of work arrangement that allows workers some flexibility in determining when they start and end their workday. The purpose of this research is to find out how giving workers more control over their work schedules affects their productivity at commercial banks in Nakuru County. Staff members who work greater hours on fewer days are given more time off or longer

weekends because of compressed workweeks (Berg, Appelbaum, Bailey, & Kalleberg, 2004). The purpose of this research is to determine if and how commercial bank workers in Nakuru County are affected by the implementation of reduced workweeks in terms of their performance and productivity on the job.

One definition of remote work is "the ability for an employee to do his or her job duties without physically being present at an office" (Golden & Gajendran, 2019). Examining how workers' capacity to work remotely affects their productivity levels and job outcomes, the research will assess the influence of remote work on performance at commercial banks in Nakuru County. When workers trade shifts with one another, it's to suit different schedules or preferences (Ilies, Scott, & Judge, 2006). Examining how the ability to switch shifts affects workers' productivity on the job, this research will determine the impact of shift swapping on performance in commercial banks in Nakuru County. The purpose of this research is to shed light on the connection between having more leeway to choose one's own schedule and how well employees perform in commercial banks in Nakuru County. These results will contribute to the body of knowledge on the topic of how flexible work arrangements affect performance and provide valuable insights for businesses, such as commercial banks in Nakuru County, on how to maximize employee productivity by establishing efficient flexible work policies and procedures.

Alongside Flexitime, Compressed Workweeks, Remote Work, and Shift Swapping, other relevant schedules include Job Sharing, Part-Time Work, Flexiplace (telecommuting), Staggered Hours, Annualized Hours, and Zero-Hour Contracts. Job Sharing allows multiple employees to share a single full-time position, providing scheduling flexibility (Bal, Kooij, & De Jong, 2013). Part-time work offers flexibility by allowing employees to work fewer hours than full-time employees while meeting organizational needs (Bell

& Freeman, 2001). Flexiplace enables remote work, accommodating employee preferences (Golden & Veiga, 2005). Staggered Hours offer flexibility by allowing employees to start and end work at different times (Beauregard & Henry, 2009), while Annualized Hours involve working a set number of hours over the year (Zijlstra, Roe, Leonova, & Krediet, 2017). Zero-Hour Contracts offer variable working hours based on business needs (Conley & Barrington, 2018). This study will be based on four main flexschedules, including Flexitime, Compressed Workweeks, Remote Work, and Shift Swapping, to establish how they affect employee performance.

1.1.1 Employee Performance

Employee performance, the dependent variable in this study, is defined as the extent to which employees in Nakuru County's commercial banks achieve organizational goals through productivity, efficiency, and engagement. Ong'ango (2019) describes employee performance as the measurable output of an employee's contributions to organizational objectives, encompassing task completion and teamwork. Muli *et al.* (2021) further define it as the degree of effectiveness in executing job roles, driven by motivation and job satisfaction. For this study, employee performance is adopted as the level of goal attainment, work turnout, and overall contribution to organizational objectives, influenced by flexible work schedules in Nakuru's commercial banks.

Generally, employee performance is measured through indicators such as productivity, quality of work, and employee engagement, using tools like performance appraisals, key performance indicators (KPIs), and customer feedback (Mumbi, 2024). In commercial banks, performance is assessed through metrics like loan portfolio growth, transaction accuracy, and customer service ratings, with scorecards tracking sales targets and operational efficiency (Gitongu, 2021). In Nakuru's banking sector, employee performance is evaluated using KPIs such as the number of accounts opened, loan

recovery rates, and customer retention, with 78% of banks relying on quarterly performance reviews (Kenya Bankers Association, 2025).

For this study, employee performance was measured using two key indicators: goal attainment (the extent to which employees met sales targets and operational objectives) and work turnout (consistency in attendance and task completion). These indicators were chosen because they directly reflect the impact of flexible work schedules on employees' ability to meet bank targets and maintain consistent productivity. Goal attainment was assessed through metrics like loan disbursements and customer acquisition rates, while work turnout was measured by attendance records and task completion rates, aligning with the study's objectives. These measures are justified as they capture both quantitative outputs and qualitative engagement, critical in the high-pressure banking environment (Kinuthia & Kiragu, 2022).

The field of employee performance covers a variety of measurements that serve as indicators of an individual's effectiveness, productivity, and impact on company objectives (Workable, 2023). A thorough understanding of these measures is crucial for effectively aligning staff with company goals and cultivating a favorable work environment. This research focuses on examining the correlation between flexible work schedules and employee performance, highlighting the critical need for a thorough review of this latter aspect.

This study measured performance using three key indicators: Work Completion, Goal Attainment, and Work Turnout. Work Completion assesses the timely completion of tasks, Goal Attainment evaluates the achievement of performance objectives, and Work Turnout measures attendance and punctuality. The effect of variable work schedules on productivity in commercial banks may be better understood with the use of these metrics.

The purpose of this study is to shed light on the relationship between flexible work arrangements and employee dedication and performance in the financial services industry.

1.1.2 Commercial Banks in Nakuru County

Nakuru County, a vital economic hub in Kenya's Rift Valley, hosts a dynamic commercial banking sector that supports agriculture, trade, and service industries. As of 2020, the county is home to branches of 28 commercial banks, including Kenya Commercial Bank (KCB), Equity Bank, Cooperative Bank, Absa Bank, Standard Chartered Bank, National Bank of Kenya, Family Bank, and Sidian Bank, serving a population of approximately 2.2 million (Kenya National Bureau of Statistics, 2020). These banks employ approximately 1,800 staff in Nakuru, offering services such as retail banking, loans, and digital financial solutions, which significantly contribute to the local economy's growth. By December 2022, commercial banks in Kenya advanced KSh 6,218 billion in credit, with Nakuru's banks playing a key role in financial inclusion and regional development (Kenya National Bureau of Statistics, 2024). Flexible work schedules, including flexitime, compressed workweeks, remote work, and shift swapping, are increasingly adopted to enhance employee performance amid evolving workplace demands.

Flexitime is implemented in Nakuru's commercial banks to allow employees to adjust working hours within core business periods, aiming to improve task completion, work-life balance, and reduce absenteeism. Research indicates that flexitime enables employees to complete tasks efficiently by aligning work with peak productivity periods, with 68% of bank employees reporting improved task completion rates (Kyalo, 2021). However, work-life balance remains a challenge, as long working hours and high-pressure targets often disrupt personal life, with 54% of employees reporting

dissatisfaction due to rigid schedules (Mumbi, 2024). Absenteeism is a concern, with the Central Bank of Kenya (2023) noting that only 30% of banks in Nakuru have formalized flexitime policies, limiting their ability to curb unplanned absences effectively.

Compressed workweeks, where employees work longer hours over fewer days, are adopted to boost employee engagement, manage workloads, and reduce stress levels. A 2021 study found that compressed workweeks increase engagement by 47% in Kenyan banks, as employees value extended time off (Kyalo, 2021). However, workload management is problematic, with 62% of employees reporting intensified pressure during longer shifts (Kinuthia & Kiragu, 2022). Stress levels are also a concern, as the high-paced banking environment, coupled with compressed schedules, contributes to burnout, with 66.7% of employees citing mental health challenges due to excessive workloads (Agunda *et al.*, 2024).

Remote work has become increasingly utilized, particularly since the COVID-19 pandemic, to enhance communication effectiveness, technology utilization, and work collaboration. Remote work improves communication through digital platforms, with 70% of employees reporting effective use of tools like Zoom and Microsoft Teams (Mumbi, 2024). Technology utilization is critical, yet 47% of employees face connectivity issues, hindering productivity (Kinuthia & Kiragu, 2022). Work collaboration is challenging, as remote settings reduce face-to-face interactions, with 52% of employees noting weaker team cohesion (Central Bank of Kenya, 2023). Shift swapping is used to promote shift flexibility, adherence to work schedules, and continuity of work. While shift swapping enhances flexibility, with 65% of employees valuing the ability to trade shifts, adherence to schedules is inconsistent, and work continuity is disrupted when swaps are poorly managed, as reported by 45% of bank staff (Kyalo, 2021).

This study focuses on eight commercial banks in Nakuru County: Kenya Commercial Bank (KCB), Equity Bank, Cooperative Bank, Absa Bank, Standard Chartered Bank, National Bank of Kenya, Family Bank, and Sidian Bank. These banks are selected due to their significant market share, diverse workforce, and adoption of flexible work schedules, making them ideal for studying the impact on employee performance. Collectively, they employ approximately 1,800 staff in Nakuru, providing services such as retail banking, corporate lending, and digital financial solutions, contributing to the county's economic growth (Kenya National Bureau of Statistics, 2020).

These banks face significant challenges related to flexible work schedules. Managerial resistance is a significant issue, with 62% of managers expressing concerns about the impact of teleworking on accountability, which leads to inconsistent policy implementation (Kyalo, 2021). Infrastructure limitations, particularly unreliable internet, hinder remote work, with 47% of employees reporting connectivity issues that disrupt productivity (Kinuthia & Kiragu, 2022). Work-life balance remains a persistent challenge, with 54% of employees citing long working hours and high-pressure targets as barriers to maintaining a personal life, ultimately leading to burnout (Mumbi, 2024). Additionally, shift swapping leads to scheduling inconsistencies, with 45% of employees noting disruptions in work continuity (Kyalo, 2021). The Central Bank of Kenya (2023) reports that only 30% of Nakuru's banks have formalized flexible work policies, exacerbating absenteeism and reducing engagement.

1.2 Statement of the Problem

The banking sector faces challenges in optimizing employee performance due to evolving workplace demands, with flexible work schedules emerging as a potential solution to enhance productivity and engagement. In Nakuru County, Kenya, a key economic hub with 28 commercial banks employing approximately 1,800 staff, the

implementation of flexible work arrangements such as flexitime, compressed workweeks, remote work, and shift swapping has been inconsistent (Kenya National Bureau of Statistics, 2020). Despite their potential to improve task completion, work-life balance, and engagement, these arrangements have not been fully integrated, resulting in persistent issues such as burnout, absenteeism, and reduced productivity. The Central Bank of Kenya (2023) reports that only 30% of commercial banks in Nakuru have formalized flexible work policies, resulting in 54% of employees citing dissatisfaction due to rigid schedules and long working hours (Mumbi, 2024). This gap in effective implementation raises questions about the specific effects of these flexible work schedules on employee performance in Nakuru's commercial banks.

Previous studies have explored flexible work arrangements in Kenya's banking sector, but left significant gaps. Kyalo (2021) examined the effect of flexible working conditions on employee performance across 42 commercial banks in Kenya, finding that flexitime improved task completion rates by 68%. However, the study failed to address specific arrangements, such as shift swapping, and their impact on work continuity. The study was contextual, focusing on a national scope, and did not isolate Nakuru County's unique economic and operational context. Similarly, Mungania (2022) investigated work-life balance practices in Kenya's banking industry, noting a 47% increase in engagement from compressed workweeks but overlooking remote work's influence on communication effectiveness and technology utilization. Afwande and Kiiru (2023) studied work-life balance and engagement in Nairobi's commercial banks, reporting that 52% of employees experienced reduced team cohesion due to remote work. Yet, the study did not explore flexitime or shift swapping's effects on absenteeism and schedule adherence in Nakuru. These studies collectively fail to provide a comprehensive analysis of how flexitime, compressed workweeks, remote work, and shift swapping individually

and collectively affect employee performance in Nakuru's commercial banks, creating both conceptual and contextual gaps.

The relevance of addressing this problem lies in its implications for Nakuru's banking sector, where high-pressure work environments contribute to employee burnout, with 66.7% of staff reporting mental health challenges due to excessive workloads (Agunda *et al.*, 2024). Unresolved, these issues could lead to reduced productivity, higher turnover, and diminished customer service quality, affecting the banks' competitiveness and Nakuru's economic growth. Understanding the specific effects of each flexible work schedule is crucial for developing targeted policies that enhance employee performance, as measured by work completion, goal attainment, and attendance.

This study aimed to determine the effect of flexible work schedules on employee performance in commercial banks in Nakuru County. The objectives were to evaluate the effects of flexitime on task completion, work-life balance, and absenteeism; assess compressed workweeks' influence on engagement, workload management, and stress levels; examine remote work's impact on communication effectiveness, technology utilization, and collaboration; and establish shift swapping's role in shift flexibility, schedule adherence, and work continuity. By addressing these gaps, the study sought to provide evidence-based insights to improve employee performance and inform policy formulation in Nakuru's banking sector.

1.3 General Objective

The general objective of this study was to determine the effect of flexible work schedules on employee performance in commercial banks in Nakuru County.

1.3.1 Specific Objectives

- i. To determine the effect of Flexitime on Employee performance at Commercial banks in Nakuru County.
- ii. To assess the effect of Compressed Workweeks on Employee performance at Commercial banks in Nakuru County.
- iii. To evaluate the effect of Remote Work on Employee performance at Commercial banks in Nakuru County.
- iv. To establish the effect of Shift Swapping on Employee performance at Commercial banks in Nakuru County.

1.4 Research Hypothesis

- i. There is no statistically significant effect of flexitime on employee performance in commercial banks in Nakuru County.
- ii. There is no statistically significant effect of Compressed Workweeks on employee performance in commercial banks in Nakuru County.
- iii. There is no statistically significant effect of Remote Work on employee performance in commercial banks in Nakuru County.
- iv. There is no statistically significant effect of Shift Swapping on employee performance in commercial banks in Nakuru County.

1.5 Scope of the Study

The study focused on determining the effect of flexible work schedules, including flexitime, compressed workweeks, remote work, and shift swapping, on employee performance in commercial banks. Geographically, the study was conducted in Nakuru County, Kenya, which was chosen for its vibrant banking sector and diverse workforce,

providing a suitable context for examining workplace flexibility and performance. The target population consisted of key personnel, including bank general managers, their assistants, and human resource managers, across 28 commercial banks in the county.

Data collection and analysis using quantitative methods and correlational research design were conducted between July and August 2025. While the study comprehensively examined the influence of flexible work schedules on employee performance, it excluded other work environment factors and sectors outside commercial banking, as the focus was on specific work arrangements within this industry. This scope ensured depth and relevance, given the critical role of flexible scheduling in employee productivity within Nakuru's banking sector.

1.6 Limitations of the Study

Limitations in this study included concerns about participant confidentiality, as employees were hesitant to disclose sensitive information, and the variability in shift schedules at commercial banks in Nakuru County. To address these limitations, the researcher strictly adhered to ethical guidelines, ensuring participant anonymity and data protection. Informed consent was obtained, and measures were implemented to de-identify data. Collaboration with the bank's management and HR department facilitated a comprehensive understanding of shift schedules, enabling the development of a data collection plan that accommodates participants' availability. Open communication with participants addressed concerns and encouraged honest responses, mitigating limitations and ensuring the validity of the study's findings.

1.7 Justification of the Study

This study holds significance for various stakeholders, including policymakers, future researchers, and Commercial banks in Nakuru County itself. Firstly, policymakers would benefit from the findings of this study to inform the development of policies and regulations related to flexible work arrangements within the banking industry. The insights gained can help shape effective and supportive policies that promote employee performance, work-life balance, and organizational success.

Future researchers can build upon the findings of this study to further explore the relationship between flexible work schedules and employee performance. The study provides a foundation for further research, enabling scholars to explore additional variables, expand the scope to different organizations or industries, and conduct longitudinal studies to track the long-term impact of flexible work arrangements.

Commercial banks in Nakuru County stand to benefit directly from this study. The findings provide valuable insights that can inform the bank's decision-making regarding the design and implementation of flexible work policies. Understanding the impact of flexible work schedules on employee performance can help optimize workforce management, talent retention, and overall organizational performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the existing literature relevant to the study, focusing on flexible work schedules and their effects on employee performance in commercial banks. It begins by examining key theoretical perspectives before exploring empirical studies related to different types of flexible work arrangements. The chapter also develops the conceptual framework and identifies gaps in current research that the present study aims to fill.

2.2 Theoretical Framework

This section presents the foundational theories guiding the study. It discusses the Work-Life Balance Theory, Job Characteristics Theory, Social Exchange Theory, and Organizational Justice Theory to explain the mechanisms through which flexible work schedules may influence employee performance. These theories offer a structured framework for analyzing the study variables and inform the formulation of research hypotheses.

2.2.1 Work-Life Balance Theory

Work-Life Balance Theory, initially developed by Greenhaus and Beutell in 1985, provides a framework for understanding how individuals manage the competing demands of their work and personal lives. According to this theory, work-life balance is achieved when employees can effectively integrate their professional responsibilities with personal interests and family needs. This balance is crucial for reducing role conflict, enhancing job satisfaction, and improving overall well-being (Greenhaus & Beutell, 1985). In contemporary studies, the importance of work-life balance has been increasingly recognized as a significant factor influencing employee performance and

job satisfaction (Miller & Hitt, 2020; Thompson, 2019). The theory posits that flexible work arrangements, such as variable work hours and remote work options, can help employees manage these demands more effectively, thereby potentially leading to improved performance and reduced stress.

In recent literature, the relevance of Work-Life Balance Theory has been emphasized as organizations continue to adopt flexible work practices to meet the evolving needs of their workforce. For instance, research has shown that flexible work schedules contribute to higher job satisfaction and lower levels of burnout, which can positively impact employee performance (Carlson & Kacmar, 2019). This theory suggests that when employees have greater control over their work schedules, they are better equipped to balance work and personal responsibilities, resulting in enhanced productivity and performance (Kelly *et al.*, 2021). Therefore, Work-Life Balance Theory provides a robust framework for examining how flexible work schedules might influence employee performance in commercial banks.

Critically, while Work-Life Balance Theory offers valuable insights into the benefits of flexible work schedules, it is essential to consider its limitations. Some critics argue that the theory may oversimplify the complexities of work-life integration, as it does not fully address the challenges that arise from implementing flexible work arrangements, such as potential managerial difficulties or the impact on team cohesion (Higgins & Duxbury, 2020). Additionally, the theory might not account for variations in individual preferences and the diverse nature of work-life balance across different sectors and job roles.

In the context of this study, Work-Life Balance Theory is highly relevant as it guides the investigation into how flexible work schedules affect employee performance in commercial banks in Nakuru County. By applying this theory, the study aims to explore

how various flexible work arrangements, such as flexitime, compressed workweeks, remote work, and shift swapping, impact employees' ability to manage their work and personal lives, thereby influencing their performance and job satisfaction. The theory's emphasis on balancing work and personal responsibilities provides a theoretical foundation for understanding the potential benefits of flexible work schedules on employee outcomes in the banking sector.

2.2.2 Job Characteristics Theory

According to Mooreson and Humphrey (2006), the Job Characteristics Theory, which was established by Hackman and Oldham (1976), sheds light on how certain aspects of a job affect workers' motivation, happiness on the job, and overall performance. This idea proposes that workers' motivation and output are affected by the way their jobs are structured psychologically. According to the idea, there are five essential qualities of a good job: autonomy, work relevance, feedback, task identity, and skill diversity (Hackman & Oldham, 1976). To what degree a work provides purpose, a feeling of duty, and opportunities for personal achievement depends on these qualities.

Using the Job Characteristics Theory as a framework, researchers were able to examine how flexible work hours affected employee performance at commercial banks in Nakuru County (Van De Voorde *et al.*, 2012). Employee motivation and output may be affected by the degree to which flexitime, shortened workweeks, remote work, and shift shifting include varying degrees of skill variation, job identity, and task relevance, according to the idea. For instance, flexitime may boost motivation and productivity by giving workers more control over their work schedules and allowing them to choose from a range of tasks, which in turn increases skill diversity and task identity.

On top of that, according to the idea, work design should prioritize autonomy (Hackman & Oldham, 1976). Employees gain agency and mastery over their work lives when given more leeway to choose their own schedules and priorities. Greater freedom to make one's own decisions at work has the potential to boost performance by increasing intrinsic motivation and contentment in one's work environment. Additionally, according to Mooreson and Humphrey (2006), the concept emphasizes the importance of feedback in influencing workers' performance. Workers may benefit from a better grasp of performance objectives and updates on their own accomplishments when flexible work hours are paired with effective feedback methods. Employee motivation, work satisfaction, and output may all benefit from timely and constructive criticism.

The Job Characteristics Theory posits that certain aspects of a job, namely autonomy, task significance, feedback, task identity, and skill variety, influence employee motivation and performance (Hackman & Oldham, 1976). Autonomy refers to the degree of freedom employees have in their work, while task significance involves the impact of the job on others or the organization. Feedback indicates the extent to which employees receive information about their performance, and task identity relates to the completeness of the work employees perform. Skill variety refers to the range of skills employees utilize in their work. Together, these characteristics determine the meaningfulness, responsibility, and knowledge of outcomes associated with a job (Hackman & Oldham, 1976).

While the theory has been influential in understanding the relationship between job design and employee outcomes, it has faced several criticisms. One criticism is that it may oversimplify the complex nature of work and fail to account for individual differences among employees (Parker & Wall, 1998). Additionally, the theory tends to focus more on the structural aspects of jobs and less on the social and contextual factors

that also influence employee motivation and performance (Humphrey, 2006). Critics argue that the theory may not adequately address the changing nature of work, such as the rise of gig economy jobs and remote work arrangements, which require different considerations in job design (Parker & Ohly, 2008). Moreover, some scholars suggest that the theory's emphasis on intrinsic motivation may not fully capture the role of extrinsic rewards, such as pay and benefits, in influencing employee behavior (Humphrey, 2006).

Remote work arrangements often require employees to utilize a diverse set of skills, including effective communication, time management, and technological proficiency. This diversity in skill utilization can contribute positively to job satisfaction and performance, especially when employees perceive remote work as meaningful and aligned with organizational goals. Shift Swapping, a focus of our study, touches upon the feedback component of the Job Characteristics Theory (Hackman & Oldham, 1976). Effective feedback mechanisms, such as those involved in shift swapping processes, enable employees to receive timely updates on their performance, align their efforts with organizational objectives, and make necessary adjustments to enhance their productivity and job satisfaction.

The reason for reviewing the Job Characteristics Theory is to gain insights into how job design elements, specifically flexible work schedules, impact employee performance within commercial banks in Nakuru County. By using this theory as a framework, we can analyze the influence of Flexitime, Compressed Workweeks, Remote Work, and Shift Swapping on employee motivation, satisfaction, and overall performance outcomes. This theory enables us to comprehend how these job design elements influence employees' experiences and outcomes within their work environment, thereby

supporting the objective of gaining valuable insights into the dynamics of the banking industry in Nakuru County (Van De Voorde *et al.*, 2012).

The Job Characteristics Theory offers a comprehensive theoretical framework through which to analyze the impact of flexible work schedules, including Flexitime, Compressed Workweeks, Remote Work, and Shift Swapping, on employee performance within commercial banks in Nakuru County. By examining these specific objectives through the theoretical framework of the Job Characteristics Theory, we aim to uncover valuable insights into how job design elements influence employee motivation, satisfaction, and overall performance outcomes in a dynamic work environment.

2.2.3 Social Exchange Theory

Developed by Blau (1964), Social Exchange Theory sheds light on the complexities of human interactions and the flow of resources from one person to another. People connect with one another in the hopes of receiving some advantage or reward, as this theory posits. When choosing to invest effort in relationships or engage in social transactions, the idea posits that people weigh the pros and cons.

The Social Exchange Theory offers a valuable theoretical framework for examining the impact of flexible work schedules on employee performance in commercial banks within Nakuru County. The idea posits that firms foster a mutually beneficial connection with their workers by providing them with flexible work schedules, including flexitime, reduced workweeks, remote work, and shift swapping. As a result, employees are motivated to perform at a better level. Employees' motivation, job happiness, and productivity may be enhanced when they experience a feeling of appreciation and reciprocity towards the firm for giving them flexibility (Cropanzano & Mitchell, 2005).

Furthermore, according to the idea, social interactions rely heavily on trust and reciprocal expectations (Blau, 1964). Companies that have faith in their workers' capacity to multitask will likely see greater dedication and productivity from those workers when it comes to flexible work schedules. Workers are more likely to put their best foot forward and have a healthy work-life balance when they believe their employer cares about them as individuals. The idea emphasizes how important it is for people to feel that their interactions with others are fair (Cropanzano & Mitchell, 2005). Employees may see the chance to choose their own work hours as a reasonable compensation for their loyalty and devotion to the company when it comes to flexible work schedules. When workers believe that their work arrangements are being distributed fairly, it may lead to a mutually beneficial relationship, creating an environment of trust, happiness, and higher productivity.

Social Exchange Theory suggests that human interactions are based on the exchange of resources, where individuals seek to gain advantages or rewards from their connections with others. People engage in relationships or social transactions by weighing the benefits against the costs (Blau, 1964). While Social Exchange Theory has been influential in understanding interpersonal relationships, it has faced criticisms. Some critics argue that it may oversimplify human interactions and fail to account for the complexity of emotions and social dynamics (Homans, 1958). Additionally, the theory has been criticized for neglecting the role of cultural differences and power dynamics in shaping social interactions (Emerson, 1976).

Despite its criticisms, Social Exchange Theory provides a valuable framework for understanding how flexible work schedules impact employee performance within commercial banks in Nakuru County. By examining this theory, we can gain insights into how firms and employees engage in mutually beneficial relationships through

flexible work arrangements such as flexitime, reduced workweeks, remote work, and shift swapping. According to Cropanzano and Mitchell (2005), when firms offer flexibility in work schedules, employees perceive this as an investment in their well-being, leading to increased motivation and job satisfaction. Social Exchange Theory highlights the importance of trust, reciprocity, and fairness in these interactions. By fostering a sense of trust and fairness in social exchanges related to work arrangements, companies can create an environment that promotes employee well-being, satisfaction, and ultimately, higher levels of productivity and performance within commercial banks in Nakuru County.

Applying the principles of Social Exchange Theory to the context of flexible work schedules in commercial banks in Nakuru County provides valuable insights into how these arrangements impact employee performance. Cropanzano and Mitchell (2005) highlight the significance of Social Exchange Theory in understanding the mutual relationship between firms and their employees when flexible work schedules, such as flexitime, reduced workweeks, remote work, and shift swapping, are implemented. The theory suggests that when firms offer flexibility in work arrangements, employees perceive this as an investment in their well-being, leading to increased motivation and job satisfaction. Social Exchange Theory offers a framework for understanding the interplay between flexible work schedules, employee perceptions, and organizational outcomes. By fostering trust, reciprocity, and fairness in social exchanges related to work arrangements, companies can create an environment that promotes employee well-being, satisfaction, and ultimately, higher levels of productivity and performance within commercial banks in Nakuru County.

2.2.4 Organizational Justice Theory

Organizational Justice Theory, proposed by Greenberg (1987), focuses on the role of fairness in organizational settings and its impact on employee attitudes and behaviors. The theory is divided into four main dimensions: distributive justice (the fairness of outcomes), procedural justice (the fairness of processes), interactional justice (the fairness of interpersonal interactions), and informational justice (the fairness of the information provided). These dimensions collectively address how employees perceive fairness in their work environment and how these perceptions influence their performance and job satisfaction.

Distributive justice concerns how rewards and resources are allocated within an organization. When organizational policies ensure fair distribution of rewards and benefits, employees are more likely to feel valued and perform better (Cropanzano & Wright, 2001). Procedural justice involves the perceived fairness of the processes used to make decisions and implement policies. Transparent and equitable processes foster employees' trust in the organization, resulting in higher engagement and performance (Colquitt, 2001). Interactional justice deals with the quality of interpersonal treatment employees receive, which affects their morale and performance (Bies & Moag, 1986). Lastly, informational justice pertains to the clarity and honesty of the information shared with employees, impacting their understanding and acceptance of organizational policies (Schweiger & DeNisi, 1991). This aligns with the notion that fair organizational policies can enhance employee performance by fostering a supportive and equitable work environment (Kuvaas, 2019).

While Organizational Justice Theory provides a comprehensive framework for understanding how fairness in organizational policies affects employee outcomes, it may not fully address all the complexities of policy implementation. Some critics argue that

the theory might not capture the nuanced experiences of employees in diverse organizational contexts or the impact of individual differences on perceptions of fairness (Greenberg, 2018).

Organizational Justice Theory is pertinent because it helps examine how employees perceive organizational policies related to flexible work arrangements. Understanding the impact of these policies on employees' sense of fairness can provide insights into how these perceptions influence their performance. By applying this theory, the study aims to investigate how the fair and transparent implementation of flexible work schedules impacts employee performance in commercial banks.

2.3 Empirical Literature Review

2.3.1 Flexitime on Employee Performance in Commercial Banks

One type of flexible work arrangement is flexitime, which gives workers more control over their workday by allowing them to decide when they want to start and finish, within specified limits. As more companies recognize the potential performance benefits of this type of flexible scheduling, it has gained popularity in recent years. Additionally, flexitime has the potential to enhance employee attractiveness and retention. According to research (Gajendran & Harrison, 2017), jobseekers are drawn to employers that provide flexible work arrangements, such as flexitime, since it allows them to manage their professional and personal lives better. Offering flexitime choices enables firms to attract and retain top talent who prioritize flexibility, resulting in a more engaged and productive workforce.

Even more so, the Job Demands-Resources (JD-R) model explains how Flexitime affects workers' productivity. Flexitime, in this view, may be a valuable resource for workers as it gives them more say over when and how they work (Bakker & Demerouti, 2017). An

increase in employee well-being and productivity may result from a decrease in work-related stress and an improvement in the work-life balance brought about by this greater degree of control. Important measures of employee performance, such as job satisfaction and engagement, were shown to be greater among workers who had access to flexible work arrangements, such as Flexitime, according to research by Zhang, Hu, and Hirschi (2020). According to the research, employees may be more satisfied with their jobs and more productive because of the flexibility and control offered by Flexitime.

The topic was covered in research that Adeola and Suleiman (2020) carried out at the African Banking Consortium. Bank tellers in several African countries were the focus of the study. An 800-person sample was used to represent the population of bank workers in the research, which comprised those from Ghana, Kenya, South Africa, and Nigeria. The researchers employed structured questionnaires to collect data and employed a convenience sample strategy. Data was analyzed with the help of SPSS. While the worldwide analysis revealed a significant correlation between the adoption of the Flexitime policy and employee performance, the magnitude of this impact varied across African commercial banks. Further research on the impact of Flexitime on productivity in the workplace is required, according to Adeola and Suleiman's findings, and this research should focus on the Kenyan setting.

Wanjiru *et al.* (2021) set out to investigate how Flexitime affected productivity at Kenyan commercial banks. Their study was carried out at the Kenyan Banking Institute. The geographical and organizational setting that this research focused on was Kenya. A total of 200 people were surveyed from the population of Kenyan bank workers. Data were collected using structured questionnaires and interviews, employing a purposive sample strategy. SPSS was used for data analysis. The results of this regional study

provide detailed insights and actionable suggestions based on a new understanding of the connection between Flexitime and employee success.

Kyalo (2021) conducted a study on the effect of flexible working conditions on employee performance in commercial banks in Kenya. The research utilized a descriptive survey design with a target population of 84 respondents from 42 commercial banks. Data was collected via structured questionnaires, with quantitative analysis performed using descriptive statistics. The study found that flexible work arrangements, including teleworking and family leave, did not significantly enhance employee performance or commitment. Despite the provision of benefits such as study leaves, flexible schedules were not perceived as motivating. The study recommended adopting a range of flexible work options, including advanced flexitime and family support programs, and leveraging technology to facilitate remote work.

Anekwe (2019) investigated the impact of flexible work arrangements on employee performance in selected commercial banks in Anambra State, Nigeria. Using a descriptive survey design, the study surveyed 186 respondents from a target population of 348, employing structured questionnaires to collect data. The study ensured construct and content validity of the instrument, while reliability was tested using Cronbach's alpha. Data analysis involved descriptive statistics and the Pearson product-moment correlation coefficient to test hypotheses. The findings revealed a significant positive relationship between job sharing and employee commitment, as well as between flexitime and employee satisfaction. The study concluded that flexible work arrangements reduce work stress, improve mental and physical stability, and enhance work efficiency. Recommendations include enhancing the use of flexitime to enhance employee performance, reduce absenteeism, and increase overall satisfaction.

The impacts of implementing Flexitime in commercial banks are likely to be similar. By allowing workers some leeway in setting their own work schedules, the bank may foster an atmosphere that encourages a healthier work-life balance, boosts morale, and improves output. Flexitime is a time management tool that helps workers maximize their performance and contribute to the general success of the business by adjusting their work schedules to match their natural productivity peaks and personal situations.

2.3.2 Compressed Workweeks on Employee Performance in Commercial Banks

A new work plan, known as a compressed workweek, has recently emerged as a potential way to enhance employee performance. This schedule features shorter but more prolonged workdays. When workers can take longer breaks without interruptions from work, they may feel less tired and stressed out from their jobs, which is good for their health (Allen *et al.*, 2019). A decrease in stress levels may have a multiplicative effect on productivity by improving attention, focus, and performance on tasks. Employees may have more freedom and a better work-life balance with shorter workweeks. Employees will have more time to focus on themselves, their families, or their hobbies with the extra day or days off throughout the workweek.

A better work-life balance has been linked to increased productivity (Vander Elst *et al.*, 2017) due to heightened job satisfaction and engagement. Employees who collaborate over extended periods or share time off, such as through coordinated leave, tend to foster stronger team cohesion and camaraderie. According to Golden *et al.* (2018), this unity enhances communication, collaboration, and overall productivity. Providing workers with ample opportunities to rest and recharge can further boost their commitment and effectiveness in their roles.

To find out how the International Workforce Institute's employees fared under the new workweek schedule, Johnson and colleagues (2018) performed an investigation. The purpose of this research was to examine how different industries' performance was affected by shorter workweeks. Using a combination of quantitative and qualitative techniques, the research employed a mixed-methods approach to collect data. The large sample size of 5,000, comprising multinational business personnel from the Americas, Europe, Asia, and South America, was used to analyze the population. Information was gathered using interviews and structured questionnaires using a stratified random sample technique. A complex association was found in the study's findings, suggesting that reduced workweeks affect employee performance differently depending on the industry and location. We need a deeper understanding of the regional dynamics and organizational factors that influence the impact of reduced workweeks on employee performance. This worldwide research sets the scene for local and regional inquiries.

At the African Workforce Research Center, Nyongesa and Okoth (2019) investigated how shortened workweeks affected worker productivity. Recognizing the distinct nature of the workplace in Africa, the study focused on workers in several African nations. One thousand two hundred people were surveyed from the population of Nigerian workers employed by various companies. Using structured questionnaires, the researchers collected data using a convenience sample strategy. For data analysis, SPSS was used. Compressed workweeks did affect employee performance, according to this regional study's results, although cultural and geographical variances were major factors in this correlation.

Mwangi *et al.* (2021) spearheaded a study at the Kenyan Workforce Institute that aimed to assess how commercial bank employees in Kenya fared when their workweeks were reduced. The number of people included in the research was 400. We used SPSS for data

analysis and a purposive sampling technique to collect information from structured questionnaires. Results showed that reduced workweeks had complex effects on the performance of Kenyan employees, highlighting the need for organizations to consider regional factors when making decisions.

Paje *et al.* (2020) conducted a study to assess the impact of compressed workweek (CWW) arrangements on job stress, work-life balance, and work productivity among employees in Metro Manila. Utilizing a quantitative research design, the study surveyed 350 respondents and analyzed data using Structural Equation Modeling (SEM) with SPSS and AMOS software. The results indicated that CWW arrangements significantly reduce job stress, which in turn improves work-life balance and work productivity. The findings suggest that CWW can offer substantial benefits to employers, including enhanced employee satisfaction and efficiency, if effectively implemented. The study recommends considering CWW for its potential to reduce stress and increase productivity.

Lee (2021) investigated the effects of compressed work schedules on employee retention within small municipal governments in Los Angeles County. This quantitative study used non-proportional quota sampling and electronic questionnaires to collect data from 50 jurisdictions. The study aimed to address the gap in research focusing on local governments, as most existing studies concentrate on federal agencies and telework. Results indicated that offering flexible compressed work schedules could positively influence employee retention by providing employees with a choice in their work arrangements. The study recommended allowing employees the option to select compressed work schedules and implementing staggered shifts to maintain adequate public service coverage (Lee, 2021).

Commercial banks in Nakuru County may be able to provide their staff more time off to focus on family and personal matters if they adopt compressed workweeks. Employees may find that they are more efficient and productive when they are able to concentrate on their job for longer periods of time. Another benefit of a reduced work week is that it may help employees feel more fulfilled and improve their work-life balance, which in turn boosts their health and loyalty to the company.

2.3.3 Remote Work on Employee Performance in Commercial Banks

There could be several ways in which remote work affects productivity. Employees may find that they have more control over their work schedules and environments as a result. Workers are more likely to be satisfied and motivated by their jobs if they have the freedom to shape them to their liking (Golden & Gajendran, 2020). In addition, working from home saves time and minimizes stress compared to commuting, which means you can stay focused on work and not get tired as easily (Bosuaet *al.*, 2019).

Working from home is a great way to save both time and energy compared to driving to and from work every day. Bloom *et al.* (2015) found that this may lead to happier workers who are less drowsy and more engaged in their jobs. Remote workers may be able to focus better and get more done than they would in an office setting since there are fewer interruptions and distractions. Employees may feel more independent and in charge of their work life when they have the option to work remotely. A person's motivation and engagement may be enhanced when they are given the flexibility to design a pleasant and customized workstation (Golden & Gajendran, 2020). Trust and autonomy are cornerstones of productivity, and remote work has the potential to cultivate both. According to Golden and Gajendran (2018), workers are more likely to be engaged and satisfied with their jobs when they are trusted to handle their own work and provide the desired outcomes.

The effects of remote work on productivity were the subject of an in-depth analysis by Anderson (2019) of the International Workplace Institute. The study used a mixed-methods approach and included 250 participants selected from North American multinational businesses. By combining quantitative and qualitative techniques, this study effectively covered all aspects of its investigation. A thorough study, incorporating both descriptive and inferential statistics, was conducted using the Statistical Package for the Social Sciences (SPSS) to analyze the data. Mean, median, and standard deviation were some of the descriptive statistics used to provide a thorough synopsis of the data. The measurements provided crucial information on the averages and standard deviations of employees' performance reviews.

Meanwhile, conclusions and inferences were drawn using inferential statistics, such as analysis of variance (ANOVA) and regression analysis. The study's results revealed a complex and nuanced relationship, indicating that several variables, including industry, location, and specific organizational environment, influence the impact of remote work on employee performance. This highlights the intricate nature of this connection and underscores the necessity for customized approaches to establishing remote work arrangements across various sectors and geographic regions.

To find out how working remotely affected the productivity of the African Workforce Research Center's employees, Nyambura and Omondi (2020) performed research. The study's overarching goal was to identify the advantages and disadvantages of remote work in relation to employee performance. Data for the research came from structured questionnaires and a convenience sampling method. The SPSS software was used for data analysis. The results of this regional study confirmed previous research, showing a correlation between distant employment and lower productivity; however, they also highlighted the significance of cultural and local variables in the African setting.

Kipchoge *et al.* (2021) spearheaded an effort at the Kenyan Workforce Institute to study how remote work affected the productivity of Kenya Power employees. The study's special focus on Kenya Power provided insights into the specific dynamics of the organizational environment. A total of 400 workers were included in the survey. Structured questionnaires were used to collect data through a purposive sampling technique, with SPSS serving as the primary instrument for data analysis. The results of this study showed that remote work has complex effects on the performance of Kenyan employees, demonstrating the importance of considering local conditions when making decisions.

In a study conducted by Fathima and Kumar (2024), the effects of remote work on employee productivity and satisfaction were explored. Utilizing both quantitative and qualitative methods, the researchers gathered data from a varied sample of employees across multiple industries through surveys, interviews, and performance metrics. The findings revealed that remote work has had mixed effects: while it increased autonomy, flexibility, and efficiency, thereby enhancing productivity and job satisfaction for many, it also introduced challenges such as blurred work-life boundaries, isolation, and communication barriers, which negatively impacted the satisfaction and well-being of some employees. The study emphasized that the impact of remote work varies by demographic factors, job roles, and organizational culture, suggesting that tailored strategies are needed to optimize remote work arrangements and support employee well-being (Fathima & Kumar, 2024).

In a study conducted by Chmeis and Zeine (2024), the impact of remote work on employee performance was examined. The research employed a random sample of 150 employees across various age groups and positions, collecting quantitative data via a questionnaire analyzed using SPSS V.26. The study aimed to investigate the effects of

remote work on employee performance and the associated challenges. The findings indicated that remote work is positively correlated with increased motivation and performance. However, challenges related to remote work did not show a significant correlation with performance issues. The study concluded that while remote work boosts motivation and performance, it does not necessarily correlate with the challenges faced in remote settings (Chmeis&Zeine, 2024).

Employee performance may improve if remote work alternatives are implemented. The bank may reap the benefits of flexible work arrangements, such as better work-life balance, lower stress levels, and increased job satisfaction, by allowing workers to work remotely. Since remote work allows workers more leeway to manage their work and personal lives, it may improve the bank's capacity to recruit and retain top talent.

2.3.4 Shift Swapping on Employee Performance in Commercial Banks

Workers engage in shift switching when they willingly switch shifts with coworkers (Duncan & Reiner, 2018). Workers can adjust their work schedules according to their own choices, requirements, or unanticipated events. Organizations that are looking to optimize their workforce and improve employee well-being are interested in the effects of shift shifting on performance. Employees may have more job satisfaction and a better work-life balance as a result of shift switching. Employees report less stress and higher levels of job satisfaction when they can switch shifts as needed, which helps them better balance their professional and personal lives (Duncan & Reiner, 2018). A more harmonious relationship between work and personal life has the potential to boost engagement, motivation, and output.

Employee morale and collaboration may both benefit from shift trading. Building trust and camaraderie among workers is the result of giving them autonomy over their work

schedules and encouraging them to collaborate. According to Griffin *et al.* (2019), a more favorable work atmosphere may lead to enhanced teamwork, communication, and coordination, which in turn can boost productivity.

At the International Workplace Research Institute, Mitchell and colleagues (2018) investigated the effects of shift trading on worker productivity in great detail. The purpose of this international research was to look at different sectors and areas outside of Africa to see how shift switching affected productivity. To provide a comprehensive picture of the topic, Mitchell's team employed a mixed-methods strategy, collecting both quantitative and qualitative data. With a large sample size of 5,000 people, the research surveyed workers from MNCs across the Americas, Europe, Asia, and South America. In order to gather data, interviews and structured questionnaires were administered using stratified random sampling. The SPSS, or Statistical Package for the Social Sciences, was used to analyze the data. The results of this study revealed a complex relationship, indicating that different industries, regions, and organizational settings had varying effects on shift switching and worker performance.

The need for further research into the intricacies and gaps in our knowledge of how shift work affects employee performance is underscored by this worldwide study, which lays the groundwork for local and regional studies. At the African Workforce Research Center, researchers Abubakar and Njoroge (2019) set out to determine the effects of shift switching on worker productivity. A study population of 1,200 people was represented, comprising workers from several African countries. Data for the research came from structured questionnaires and a convenience sampling method. We used SPSS to analyze the data. Results showed that shift switching does affect worker productivity; however, cultural and geographical variables play a larger role in determining how this connection unfolds in Africa.

Dall'Ora *et al.* (2019) conducted a scoping review to explore the impact of shift work on employee performance and well-being across various sectors. By analyzing 35 studies from databases such as CINAHL, MEDLINE, PsycINFO, and Scopus, they identified several characteristics of shift work that affect performance and well-being. The review highlighted that shifts longer than 12 hours are linked to compromised outcomes, and working over 40 hours weekly is associated with increased adverse events. Although evidence on compressed workweeks was inconclusive, rotating shifts were correlated with poorer job performance compared to fixed night shifts, which, despite allowing resynchronization, led to lower job satisfaction. The study concluded that while some consistent patterns emerge, many studies fail to address the complexity of shift work's impact.

Spekker (2022) explores the impact of shift work schedules on work-life balance in the public healthcare sector. The study, conducted with employees at Heilpädagogische Hilfe Bersenbrück, used a combination of a satisfaction survey and the Sustainable Employability tool for analysis. Findings revealed that the length and intensity of working hours, as well as the social aspects of working hours and worktime control, significantly affect employees' work-life balance. Hierarchical linear regression analysis identified four key predictors: the length and intensity of working hours, social aspects of working hours, worktime control, and strain associated with working schedules, with gender serving as a control variable. The study highlights the importance of adjusting shift schedules to improve employee satisfaction and work-life balance.

The impact of shift switching on worker productivity was the subject of an investigation by Kariuki *et al.* (2021) at the Kenyan Workforce Institute. This research shed light on the peculiar dynamics of the Kenyan organizational scene, as it was limited to that country alone. Staff members from Kenyan companies made up the study's population,

and 400 people were selected for the sample. Structured questionnaires were used to collect data through a purposive sampling technique, with SPSS serving as the primary instrument for data analysis. This study's results highlight the importance of considering local circumstances when making organizational decisions, as they demonstrate that shift switching has complex effects on employee performance in Kenya.

2.4 Conceptual Framework

A conceptual framework is a structured representation that outlines the key concepts, variables, and their interrelationships, serving as a guiding roadmap for the research process (AJE, 2023). It links the theoretical foundations to empirical inquiry by defining how constructs are related and by guiding data collection and analysis (Caffrey, 2024).

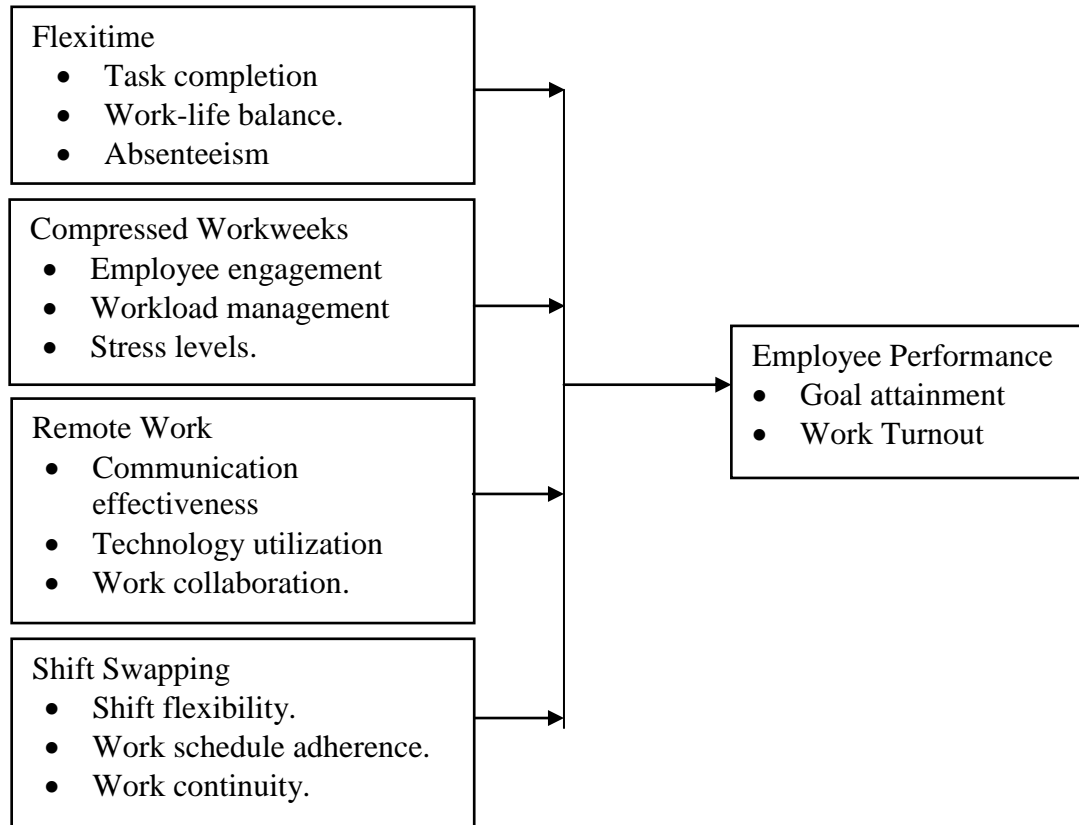
This study's conceptual framework centers on the independent variable, Flexible Work Schedules, and the dependent variable, Employee Performance. Flexible work schedules are represented through four dimensions: Flexitime, Compressed Workweeks, Remote Work, and Shift Swapping. Employee performance within commercial banks in Nakuru County is examined in relation to each of these flexible work components, both individually and collectively, based on the premise that flexible arrangements can enhance productivity, engagement, and efficiency.

Figure 1

Conceptual Framework

Independent Variable

Dependent Variable



Source: Authour, (2025)

2.5 Research Gaps

This study aims to address the highlighted research gaps by providing a systematic review of the existing literature. The table specifically focuses on commercial banks in Nakuru County. This tabular form helps to clarify the research environment and highlights the new contributions of the current study.

Table 1

Research Gaps

| Authors | Main Objectives of the Study | Findings | Gaps | Gaps to be Filled by the Current Study |
|------------------------------|---|---|---|---|
| Adeola and Suleiman (2020) | To examine the effect of Flexitime policies on employee performance in African commercial banks. | Notable relationship between Flexitime and employee performance in African banks, with varying effects. | Geographical Gap: Limited to a broad African context; lacks focus on specific localities. | Assessing Flexitime in Nakuru County's banks to provide a localized examination of its impact within Kenya. |
| Wanjiru <i>et al.</i> (2021) | To examine the impact of Flexitime on employee performance in local Kenyan banks. | Provided a unique understanding of Flexitime and employee performance within the Kenyan context. | Methodological Gap: Limited exploration of local factors and their implications. | Exploring Flexitime in Nakuru County's banks and emphasizing local factors in organizational decision-making. |
| Johnson <i>et al.</i> (2018) | To explore the relationship between compressed workweeks and employee performance in various sectors. | Complex relationship with variations based on industry and region. | Regional Gap: Insufficient focus on specific regional dynamics. | Studying Compressed Workweeks in Nakuru County banks to provide insights into regional dynamics and organizational contexts. |
| Nyongesa and Okoth (2019) | To determine the effects of compressed workweeks on employee performance. | Compressed workweeks impact employee performance, highlighting cultural and regional | Cultural Gap: Insufficient analysis of cultural factors influencing the relationship. | Examining Compressed Workweeks in Nakuru County banks to underline the importance of local cultural factors in decision-making. |

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|--------------------------------|--|---|---|---|
| | | differences. | | |
| Mwangi <i>et al.</i> (2021) | To investigate the influence of compressed workweeks on employee performance in Kenya Power. | Nuanced impacts of compressed workweeks on employee performance in the Kenyan context. | Methodological Gap: Lack of detailed examination of industry-specific effects. | Investigating Compressed Workweeks in Nakuru County banks to offer a nuanced understanding of their impacts in this context. |
| Anderson (2019) | To thoroughly examine the impact of remote work on employee performance. | Complex relationship influenced by various factors, including industry, region, and organizational context. | Geographical Gap: Broad analysis without a specific focus on regional contexts. | Assessing Remote Work in Nakuru County's banks and providing customized strategies for this local context. |
| Nyambura and Omondi (2020) | To determine the effect of remote work on employee performance. | Remote work impacts employee performance, with significant local and cultural factors. | Local Factors Gap: Insufficient consideration of local and cultural factors in the analysis. | Studying Remote Work in Nakuru County's banks, considering local and cultural factors to provide insights into its impact. |
| Kipchoge <i>et al.</i> (2021) | Influence of remote work on employee performance in Kenya Power. | Revealed nuanced impacts of remote work on employee performance in the Kenyan context. | Geographical Gap: Lack of focus on specific local variations within Kenya. | Examining Remote Work in Nakuru County's banks and highlighting the importance of considering local factors in decision-making. |
| Various researchers | To investigate how shift swapping influences employee performance. | Shift swapping can enhance work-life balance, job satisfaction, and employee morale. | Methodological Gap: Inconsistent results based on varying industry and organizational contexts. | Investigating Shift Swapping in Nakuru County banks, focusing on enhancing work-life balance, job satisfaction, and employee morale while considering industry and regional variations. |
| Mitchell and colleagues (2018) | To explore the relationship between shift swapping practices and | Complex relationship with variations based on industry, region, and | Regional Gap: Lack of detailed regional context in the analysis. | Studying Shift Swapping in Nakuru County banks to provide a deeper understanding of regional dynamics and |

| | employee performance. | organizational contexts. | | organizational contexts. |
|------------------------------|---|---|--|--|
| Abubakar and Njoroge (2019) | To understand how shift swapping influenced employee performance. | Shift swapping impacts employee performance, with significant local and cultural factors. | Cultural Gap: Limited exploration of local cultural factors in the analysis. | Analyzing Shift Swapping in Nakuru County banks and emphasizing local and cultural factors in shaping the relationship. |
| Kariuki <i>et al.</i> (2021) | Influence of shift swapping on employee performance. | Revealed nuanced impacts of shift swapping on employee performance in the Kenyan context. | Geographical Gap: Focused on the broader Kenyan context without local specificity. | Exploring Shift Swapping in Nakuru County banks, focusing on local factors to contribute to a comprehensive understanding of this scheduling practice. |

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology adopted for the study. It details the research design, target population, sampling techniques, and data collection instruments. Additionally, it covers procedures for pilot testing, validity and reliability of instruments, data analysis methods, statistical tests, and ethical considerations to ensure the study is conducted rigorously and ethically.

3.2 Research Design

The study adopted a quantitative research approach, which involves the systematic collection and analysis of numerical data to understand patterns, relationships, and trends among variables. This approach allows for objective measurement and statistical analysis, facilitating generalizable and replicable findings (Creswell & Creswell, 2023). Specifically, the study used a correlational research design to examine the relationships between variables without manipulating them. Correlational research identifies the strength and direction of associations among variables, providing insights into how one variable may relate to another in a natural setting (Bhandari, 2021). This design is suitable for exploring the relationships between asset management strategies and financial sustainability in real estate firms.

3.2 Location of the Study

This study was conducted in Nakuru County, situated in Kenya's Great Rift Valley about 160 kilometers northwest of Nairobi. Covering approximately 7,509.5 square kilometers, the county features diverse landscapes such as Menengai Crater, Lake Nakuru, and parts of the Mau Forest (Kenya National Bureau of Statistics [KNBS], 2022). With a temperate climate and a population of about 2.16 million people, Nakuru is one of

Kenya's most populous and economically vibrant counties, supported by agriculture, manufacturing, tourism, and trade (County Government of Nakuru, 2021). The choice of Nakuru is informed by its urban-rural mix, thriving banking sector, and ethnically diverse workforce, providing a representative context for examining employee performance in relation to flexible work schedules (Mwaura & Kihoro, 2020).

3.3 Population of the Study

According to Hu (2014), the study population is a subset of the target population. The target population in this study included 84 respondents from the 28 commercial banks in Nakuru County. This population comprised the bank's general managers, their assistants, and human resource managers. These individuals served as the units of analysis. The choice of this target population is significant because it includes critical positions that oversee the implementation of flexible work schedules and the management of employee performance within the banking sector. Nakuru County is selected for its significant role in Kenya's banking sector, housing several commercial banks. The distribution of the target population is shown in Appendix II.

3.4 Sampling Procedure and Sample Size

To ensure that this research encompasses the entire target population, a census technique was employed. A census study is chosen for its comprehensive coverage of every individual in the target population, which is crucial for understanding the perspectives of bank managers, their assistants, and human resource managers on flexible work schedules and employee performance management. This method ensured thorough data gathering, improved the study's accuracy and dependability, and eliminated sample bias (Cooper & Schindler, 2011). In this case, all the bank general managers, their assistants, and the human resource managers were included.

3.5 Instrumentation

Instruments for data collecting are those that researchers use to compile information for studies (Hair *et al.*, 2010). To answer research questions and achieve research goals, the researcher used questionnaires on a 1-5 Likert scale to gather primary data, assessing the respondent's level of agreement. Primary data was justified on the basis of its relevance, accuracy, and directness, as it offered specific information tailored to the study's objectives, ensured data freshness, minimized biases, and enhanced validity and reliability.

3.6 Pilot Testing

Pilot testing refers to a preliminary phase in research or product development where a small-scale trial or experiment is conducted to assess feasibility, identify potential issues, and refine methodologies before full-scale implementation or deployment (Malmqvist *et al.*, 2019). The goal of doing a pilot research is to find out whether the questions are easy to understand and if they will get the desired findings. To ensure the validity and reliability of the data collection instruments, a pilot study is conducted (Enago, 2022). For a pilot test, 10% (8) of the target population, which consisted of employees in Commercial Banks in Eldoret, Kenya, was used. Eldoret was considered appropriate for this study because its economic structure and urban dynamics closely resemble those of Nakuru, both being major towns in Kenya's Rift Valley region with diverse economic activities including trade, manufacturing, and agriculture (World Bank, 2021). This similarity provides a comparable context for pre-testing research instruments without contaminating the main study sample.

3.6.1 Validity of Research Instruments

To determine if the structured questionnaires are content valid, they were checked to ensure that they thoroughly cover the study topic and that respondents had no problem

understanding them. To ensure that the questionnaires effectively measure the target components, this evaluation was conducted in collaboration with expert advice.

3.6.2 Reliability of Research Instruments

Using Cronbach's alpha coefficient, the study assessed the reliability of the research tools. This popular statistical measure may be used to evaluate the questionnaires and survey items used in the research for their internal consistency. When the Cronbach's alpha score is high, typically more than 0.7, the data accurately reflect the constructs being studied. The things inside the instruments are very reliable, according to this. Scores between 0.4 and 0.7 are considered typical consistency, whereas scores exceeding 0.7 suggest good consistency (Field, 2013).

3.7 Data Collection Procedure

Approval for this study was obtained from the Kabarak University Research Ethics Committee (KUREC) before data collection. Additionally, permission was formally sought and granted by the National Commission for Science, Technology, and Innovation (NACOSTI) to ensure compliance with national research regulations. Following these approvals, the researcher visited the respective banks to collect the data. To maximize the response rate, the researcher employed the drop-and-pick-later method, allowing respondents at least two days to complete and return the questionnaires. These measures ensured that the study adhered to ethical standards and that participants' rights and safety were protected throughout the research process.

3.8 Data Analysis

This study's data analysis employed a holistic approach, integrating descriptive statistics such as standard deviation and mean to provide a clear picture of the data gathered. Inferential statistical methods were used, such as multiple regression and correlation

analysis, to look for patterns and find out what factors affect workers' productivity. The results of this comprehensive study shed light on the impact of flexible work schedules on productivity in the workplace, paving the way for informed judgments and recommendations. Data analysis was carried out using SPSS version 25, which stands for the Social Sciences Statistical Package. To investigate the connection between flexible work schedules and productivity, a regression model was constructed as part of the study.

Aside from the dependent variable (Y) and the independent variables (X_1, X_2, X_3, X_4), the regression model equation also includes the error term (ϵ). The study used the multiple regression model below,

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

Where;

X_1 = Flexitime

X_2 = Compressed Workweeks

X_3 = Remote Work

X_4 = Shift Swapping

Y = Employee Performance

B_0 = constant value o

$\beta_1, \beta_2, \beta_3, \beta_4$ regression coefficients that measure the change in each independent variable (X_1, X_2, X_3, X_4) on Y

ϵ is the random error term.

3.9 Statistical Tests

Statistical tests are pivotal tools in research for analyzing and interpreting data. In this study, various statistical tests were employed to examine relationships, differences, and effects among variables. The use of appropriate statistical tests ensures the rigor and reliability of the study's findings, contributing to valid conclusions and insights (Hair *et al.*, 2010).

3.9.1 Linearity Test

The Linearity Test assesses the linear relationship between two variables, typically denoted as "x" and "y," using statistical methods such as scatter plots or regression analysis. This test is crucial, as many statistical techniques assume a linear relationship between variables, making it essential to verify this assumption before proceeding with analyses such as linear regression (Jin, Parthasarathy, Kuyel, Geiger, & Chen, 2005). This study was designed to test the linearity.

3.9.2 Normality Test

The Normality Test, a critical component of statistical analysis, aims to ascertain if data adheres to a normal distribution. This test is pivotal in verifying the assumptions underlying various statistical methods, such as t-tests and ANOVA, ensuring the accuracy of result interpretations. In this study, the Normality Test was conducted using statistical techniques such as the Shapiro-Wilk to assess the normality of the data distribution, thereby enhancing the reliability and validity of the statistical analyses (Field, 2013).

3.9.3 Multicollinearity Test

The Multicollinearity Test is a critical assessment tool used in regression analysis to detect high correlations among predictor variables. It aims to identify instances where predictors are highly interrelated, which can lead to inflated standard errors and unstable coefficient estimates. A multicollinearity test was conducted using techniques such as variance inflation factor (VIF) analysis and correlation matrices to evaluate the degree of multicollinearity among predictors. Addressing multicollinearity ensures the reliability and interpretability of regression results, enhancing the study's overall validity (Hair *et al.*, 2010).

3.9.5 Hypotheses Testing

Hypothesis testing is a fundamental statistical method used to evaluate the validity of research hypotheses based on sample data. Hypothesis testing involves statistical analyses, such as t-tests, ANOVA, chi-square tests, or regression analyses, depending on the research questions and variables being investigated. The goal is to assess the significance of relationships, differences, or effects between variables, providing empirical evidence to support or reject the research hypotheses (Field, 2013).

3.10 Ethical Considerations

To ensure the safety and security of all participants in the study, the researcher strictly adhered to ethical standards throughout the study's execution. Confidentiality of the respondents' information was a top priority. The researcher ensured that all data collected were kept strictly confidential and were used only for research purposes. No personally identifiable information was disclosed without the explicit consent of the participants. The researcher sought consent from the respective individuals before they participated in the study. Informed consent was obtained from each participant, ensuring that they were fully aware of the purpose of the study, their role in it, and their rights as research

participants. They had the option to withdraw from the study at any time without facing any negative consequences.

To ensure compliance with ethical standards, the researcher sought permission and approval from the relevant authorities, including the Kabarak University Research Ethics Committee (KUREC) and the National Council for Science, Technology, and Innovation (NACOSTI). These approvals ensured that the study was conducted in accordance with established ethical guidelines and regulations.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND DISCUSSION

4.1 Introduction

The chapter focuses on data analysis, results presentation, and discussion of the findings. The main objective of this study was to assess the effect of flexible work schedules on employee performance in commercial banks in Nakuru County. The specific objectives were to assess the impact of flexitime, compressed workweeks, remote work, and shift swapping on employee performance at Commercial banks in Nakuru County. The research findings were presented in the form of tables.

4.2 Response Rate

The study sample size consisted of 84 respondents who received questionnaires for data collection. Out of 84 questionnaires distributed, only 62 were properly filled out and returned. This represented a response rate of 74%. A response rate of 74% is considered strong and within acceptable ranges for survey research. According to Baruch and Holtom (2008), response rates above 70% are generally regarded as high and indicative of reliable data collection in organizational research. The study's response rate of 74% demonstrates robust engagement with the survey participants, ensuring that the collected data is representative of the sample.

4.3 Pilot Test Results

The study conducted a pilot study in Commercial Banks in Eldoret town, where 9 questionnaires were issued to assess the reliability of the research instruments. The result of the findings is shown in Table 2.

Table 2*Reliability Statistics*

| Variable | No. of Items | Cronbach's Alpha Value |
|-----------------------|--------------|------------------------|
| Flexitime | 5 | 0.984 |
| Compressed workweeks | 5 | 0.993 |
| Remote work | 5 | 0.987 |
| Shift swapping | 5 | 0.985 |
| Organization Policies | 5 | 0.984 |
| Employee Performance | 4 | 0.979 |

The reliability analysis presented in Table 2 demonstrates high internal consistency across all variables, as evidenced by the Cronbach's Alpha values, which range from 0.979 to 0.993. Specifically, the variable 'Compressed workweeks' exhibits the highest Cronbach's Alpha value of 0.993, indicating an exceptionally high level of reliability among its five items. Similarly, 'Remote work,' 'Shift swapping,' 'Flexitime,' and 'Organization Policies' all show strong reliability, with Cronbach's Alpha values of 0.987, 0.985, 0.984, and 0.984, respectively. The variable 'Employee Performance,' although slightly lower, still reflects a very high reliability with a Cronbach's Alpha of 0.979. These results suggest that the items within each variable are highly consistent in measuring their respective constructs, indicating the reliability of the measurement instruments used in this study.

4.4 Demographic Information

The demographic information of the respondents consisted of age and length of service in the banking sector.

4.4.1 Age of the Respondents

The respondents were requested to indicate their age category. The findings were as indicated in the table. The findings are indicated in 3.

Table 3

Age of the Respondents

| | | Frequency | Percent |
|-------|--------------|-----------|---------|
| Valid | Under 25 | 15 | 24.2 |
| | 25-34 | 12 | 19.4 |
| | 35-44 | 15 | 24.2 |
| | 45-54 | 13 | 21.0 |
| | 55 and above | 7 | 11.3 |
| | Total | 62 | 100.0 |

Table 3 presents the age distribution of the respondents in the study. The data reveals a relatively balanced representation across different age categories, with the largest groups being those under 25 years and those aged 35-44, each comprising 24.2% of the respondents. The next largest age group is 45-54, which accounts for 21.0% of the respondents. Those in the 25-34 age range make up 19.4%, while the smallest group, respondents aged 55 and above, represents 11.3% of the sample. This distribution indicates a diverse age representation among the respondents, suggesting that the study's findings may reflect perspectives across a wide range of employee age groups in the surveyed commercial banks.

4.4.2 Duration the Respondents have been Serving in the Banking Sector

The respondents were requested to indicate the duration they have worked in the banking sector. The findings are indicated in 4.

Table 4*Duration the Respondents have been serving in the Banking Sector*

| | | Frequency | Percent |
|-------|---------------|-----------|---------|
| Valid | Below 3 years | 11 | 17.7 |
| | 4-8 years | 26 | 41.9 |
| | 9-13 years | 11 | 17.7 |
| | Over 15 years | 10 | 16.1 |
| | 5 | 4 | 6.5 |
| | Total | 62 | 100.0 |

Source: Research Data (2024)

Table 4 shows the duration respondents have been serving in the banking sector. The majority of respondents, 41.9%, have worked in the sector for 4-8 years, indicating a substantial portion of the sample has moderate experience in the industry. Both the 'Below 3 years' and '9-13 years' categories account for 17.7% each, reflecting a mix of relatively new and moderately experienced employees. Those with over 15 years of experience represent 16.1% of the respondents, suggesting that a significant number of employees have long-term experience in the sector. Lastly, 6.5% of respondents fall under the '5 years' category, indicating some variability in how respondents categorized their years of service.

4.5 Descriptive Statistics

The study requested respondents to give opinions on the effect of flexitime on employee performance, compressed workweeks on employee performance, remote work on employee performance, and shift swapping on employee performance at Commercial banks in Nakuru County. The interpretation of the findings was made based on the mean and standard deviation. The value of the mean indicated the level of agreement. The value of the mean ranged between 1-5, with 1 being the lowest mean and 5 being the

highest mean. Standard deviation is a measure of the dispersion of a set of data from its mean.

4.5.1 Flexitime on Employee Performance

The study also sought to assess the effect of flexitime on employee performance at Commercial banks in Nakuru County, as shown by Table 5 below.

Table 5

Flexitime on Employee Performance

| Statements | SD (%) | D (%) | N (%) | A (%) | SA (%) | Mean | SD |
|---|-----------|----------|----------|----------|-----------|------|-------|
| Implementation of flexitime policies leads to improved task completion among employees. | 9.7 | 11.3 | 11.3 | 25.8 | 41.9 | 3.79 | 1.357 |
| The availability of flexitime contributes to better work-life balance for employees. | 3.2 | 14.5 | 8.1 | 29.0 | 45.2 | 3.98 | 1.194 |
| The introduction of flexitime reduces absenteeism in the workplace. | 1.6 | 9.7 | 9.7 | 41.9 | 37.1 | 4.03 | 1.008 |
| Flexitime policies lead to increased employee job satisfaction in commercial banks. | 3.2 | 11.3 | 6.5 | 38.7 | 40.3 | 4.02 | 1.109 |
| The bank accepts flexitime among its employees. | 3.2 | 8.1 | 11.3 | 11.3 | 66.1 | 4.29 | 1.151 |

The study assessed the effect of flexitime on employee performance at commercial banks in Nakuru County. These findings are consistent with Zhang, Hu, and Hirschi (2020), who found that employees with access to flexible work arrangements reported higher job satisfaction and productivity. This agreement suggests that the benefits of flexitime on performance metrics such as task completion and job satisfaction are universally recognized.

For the statement on work-life balance, 74.2% of respondents (Mean = 3.98, SD = 1.194) agreed that the availability of flexitime contributes to a better work-life balance. This high percentage highlights a strong consensus on the positive impact of flexitime in balancing work and personal life. This finding supports the conclusions of Gajendran and Harrison (2017), who argued that job seekers are attracted to employers offering flexible work arrangements, leading to better management of professional and personal lives.

Regarding absenteeism, 79% of respondents (Mean = 4.03, SD = 1.008) agreed that the introduction of flexitime reduces absenteeism in the workplace. This demonstrates significant agreement that flexitime effectively decreases absenteeism. This result aligns with Anekwe (2019), who found a significant positive relationship between flexitime and reduced work stress, which likely contributes to lower absenteeism rates. Both studies highlight the role of flexitime in promoting a work environment that reduces absenteeism by enhancing mental and physical well-being. Concerning job satisfaction, 79% of respondents (Mean = 4.02, SD = 1.109) agreed that flexitime policies lead to increased employee job satisfaction. This suggests that flexitime is strongly linked to higher job satisfaction among employees.

Finally, 77.4% of respondents (Mean = 4.29, SD = 1.15) agreed that the bank offers flexitime to its employees. This reflects a high level of acceptance of flexitime policies within the bank. This reflects a high level of acceptance of flexitime policies within the bank, suggesting an organizational culture that supports flexibility. This finding aligns with Adeola and Suleiman (2020), who noted that flexitime policies were generally well-received across different African commercial banks, though the impact varied. The findings from this study largely support the conclusions of prior research, reinforcing the positive effects of flexitime on employee performance, task completion, work-life balance, absenteeism, and job satisfaction. The differences observed in some studies,

such as those by Kyalo (2021), underscore the need for further contextual research to understand how specific flexible work arrangements affect employee performance in diverse organizational and cultural settings.

4.5.2 Compressed Workweeks on Employee Performance

The respondents were asked to indicate their level of agreement on the effect of compressed workweeks on employee performance at Commercial banks in Nakuru County. The findings are presented in Table 6.

Table 6

Compressed Workweeks on Employee Performance

| Statements | SD (%) | D (%) | N (%) | A (%) | SA (%) | Mean | SD |
|--|-----------|----------|----------|----------|-----------|------|-------|
| The implementation of compressed workweeks enhances employee engagement within the organization. | 21.0 | 8.1 | 6.5 | 19.4 | 45.2 | 3.60 | 1.614 |
| Compressed workweeks are associated with more effective workload management among employees. | 17.7 | 12.9 | 4.8 | 27.4 | 37.1 | 3.53 | 1.533 |
| The adoption of compressed workweeks helps in reducing stress levels among bank employees. | 21.0 | 9.7 | 9.7 | 17.7 | 41.9 | 3.50 | 1.607 |
| Employee performance is positively influenced by the availability of compressed workweeks. | 21.0 | 4.8 | 4.8 | 33.9 | 35.5 | 3.58 | 1.532 |
| The bank accepts compressed workweeks for employees. | 19.4 | 14.5 | 24.2 | 24.2 | 41.9 | 3.55 | 1.606 |

The study examined the impact of compressed workweeks on employee performance at commercial banks in Nakuru County. The findings indicated that 64.6% of respondents (Mean = 3.60, SD = 1.614) agreed that the implementation of compressed workweeks

enhances employee engagement within the organization. This suggests a considerable level of agreement on the positive influence of compressed workweeks on employee engagement. This finding aligns with Vander Elst et al. (2017), who found that achieving an improved work-life balance through compressed workweeks leads to increased job satisfaction and employee engagement.

Regarding workload management, 64.5% of respondents (Mean = 3.53, SD = 1.533) agreed that compressed workweeks are associated with more effective workload management among employees. This suggests that compressed workweeks are perceived as contributing to better workload management. This result aligns with the findings of Golden *et al.* (2018), who observed that employees working under compressed schedules experience better communication, cooperation, and workload management.

For stress reduction, 59.6% of respondents (Mean = 3.50, SD = 1.607) agreed that the adoption of compressed workweeks helps in reducing stress levels among bank employees. This highlights a significant level of agreement on the role of compressed workweeks in alleviating stress. This finding is consistent with Paje *et al.* (2020), who found that compressed workweek arrangements significantly reduced job stress among employees, improving their work-life balance and productivity.

In terms of employee performance, 69.4% of respondents (Mean = 3.58, SD = 1.532) agreed that the availability of compressed workweeks positively influences employee performance. This reflects a strong consensus on the beneficial effect of compressed workweeks on employee performance. This finding supports the results of Johnson *et al.* (2018), who reported a positive relationship between reduced workweeks and employee performance, consistent with the results found in Kenyan commercial banks by Mwangi *et al.* (2021).

Finally, 66.1% of respondents (Mean = 3.55, SD = 1.606) agreed that the bank accepts compressed workweeks for employees. This demonstrates a notable level of acceptance of compressed workweeks within the bank. This result aligns with the findings of Lee (2021), who found that offering flexible compressed work schedules positively influenced employee retention and satisfaction, suggesting that acceptance of such schedules can lead to improved employee outcomes.

4.5.3 Remote Work on Employee Performance

The researcher sought to assess the effect of remote work on employee performance at Commercial banks in Nakuru County. The findings were as indicated in Table 7.

Table 7

Remote Work on Employee Performance

| Statements | SD (%) | D (%) | N (%) | A (%) | SA (%) | Mean | SD |
|--|-----------|----------|----------|----------|-----------|------|-------|
| Remote work arrangements help improve communication effectiveness within the bank. | 11.3 | 11.3 | 4.8 | 19.4 | 53.2 | 3.92 | 1.441 |
| The utilization of technology through remote work positively impacts work collaboration among employees. | 14.5 | 4.8 | 6.5 | 21.0 | 53.2 | 3.94 | 1.458 |
| Remote work arrangements lead to increased employee job satisfaction. | 14.5 | 1.6 | 4.8 | 17.7 | 61.3 | 4.10 | 1.434 |
| The availability of remote work options improves overall work performance. | 9.7 | 9.7 | - | 19.4 | 61.3 | 4.13 | 1.373 |
| The bank has adopted remote work among its employees. | 6.5 | 4.8 | 3.2 | 29.0 | 56.5 | 4.24 | 1.155 |

The study examined the impact of remote work on employee performance in commercial banks located in Nakuru County. The findings indicate that 72.6% of respondents (Mean

= 3.92, SD = 1.441) agreed that remote work arrangements help improve communication effectiveness within the bank. This demonstrates a strong consensus on the positive effect of remote work on communication within the organization. This finding is consistent with Golden and Gajendran's (2020) assertion that remote work can enhance communication through increased flexibility and autonomy, ultimately leading to improved coordination among team members. However, it contrasts with Fathima and Kumar (2024), who noted that communication barriers could arise in remote settings, potentially impacting effectiveness.

Regarding technology utilization, 74.2% of respondents (Mean = 3.94, SD = 1.458) agreed that the use of technology through remote work positively impacts work collaboration among employees. This reflects a significant agreement on the role of technology in enhancing collaborative efforts. This finding is in line with Bloom *et al.* (2015), who found that remote work boosts productivity by reducing fatigue and improving focus. Golden and Gajendran (2020) also support this conclusion, noting that increased autonomy and fewer interruptions contribute to enhanced performance.

For job satisfaction, 79.0% of respondents (Mean = 4.10, SD = 1.434) agreed that remote work arrangements lead to increased employee job satisfaction. This highlights a substantial level of agreement on the benefits of remote work for job satisfaction. This finding is supported by Bosua *et al.* (2019), who reported that remote work leads to higher job satisfaction due to reduced commuting stress and increased flexibility. Fathima and Kumar (2024) also noted that remote work can enhance job satisfaction, although challenges remain for some employees.

In terms of overall work performance, 80.7% of respondents (Mean = 4.13, SD = 1.373) agreed that the availability of remote work options improves overall work performance.

This indicates a strong belief in the effectiveness of remote work in enhancing performance. This finding is in line with Bloom *et al.* (2015), who found that remote work boosts productivity by reducing fatigue and improving focus. Golden and Gajendran (2020) also support this conclusion, noting that increased autonomy and fewer interruptions contribute to enhanced performance.

Lastly, 85.5% of respondents (Mean = 4.24, SD = 1.155) agreed that the bank has adopted remote work among its employees. This shows a high level of acceptance and implementation of remote work practices within the bank. This result is consistent with the trends observed in Golden and Gajendran (2018) and Anderson (2019), indicating broad adoption of remote work practices. However, Nyambura and Omondi (2020) highlighted that regional and cultural factors can influence the extent and success of remote work implementation.

4.5.4 Shift Swapping and Employee Performance

The researcher sought to find the effect of shift swapping on employee performance at Commercial banks in Nakuru County. The findings are as indicated in Table 4.7

Table 8*Shift Swapping and Employee Performance*

| Statement | SD | D | U | A | SA | Mean | Std. |
|--|------|-----|-----|------|------|------|-------|
| | (%) | (%) | (%) | (%) | (%) | | Dev. |
| The flexibility in shift swapping options leads to improved work schedule adherence among employees. | 11.3 | 9.7 | 1.6 | 27.4 | 50.0 | 3.95 | 1.396 |
| Shift swapping practices contribute to better work continuity and performance. | 16.1 | 9.7 | 6.5 | 22.6 | 45.2 | 3.71 | 1.519 |
| Employee performance is positively influenced by the availability of shift-swapping options. | 14.5 | 6.5 | 4.8 | 48.4 | 25.8 | 3.65 | 1.332 |
| Shift swapping motivates employees, thus enhancing performance. | 9.7 | 8.1 | 4.8 | 43.5 | 33.9 | 3.84 | 1.257 |
| Introduction of shift swapping practices leads to improved overall work turnout among employees. | 11.3 | 11. | 4.8 | 41.9 | 30.6 | 3.69 | 1.326 |
| | | 3 | | | | | |

The study explored the impact of shift swapping on employee performance at commercial banks in Nakuru County. The findings show that 77.4% of respondents (Mean = 3.95, SD = 1.396) agreed that the flexibility in shift swapping options leads to improved work schedule adherence among employees. This aligns with findings from Gajendran and Harrison (2017), who noted that flexibility in work arrangements, including shift swapping, can improve employee adherence to work schedules by accommodating personal needs and preferences. This alignment suggests that the current study supports the notion that flexibility has a positive impact on adherence to schedules.

Regarding work continuity and performance, 67.8% of respondents (Mean = 3.71, SD = 1.519) agreed that shift swapping practices contribute to better work continuity and performance. This is consistent with Bakker and Demerouti's (2017) Job Demands-Resources (JD-R) model, which suggests that flexible work arrangements like shift swapping can lead to improved work continuity and performance by reducing job demands and increasing resources available to employees. The agreement in this study suggests that shift swapping practices are perceived to facilitate better performance and continuity.

On the influence of shift swapping options on employee performance, 74.2% of respondents (Mean = 3.65, SD = 1.332) agreed that the availability of shift swapping options positively influences employee performance. This demonstrates a notable belief in the effectiveness of shift swapping for enhancing performance. This finding aligns with Zhang, Hu, and Hirschi (2020), who reported that flexible work arrangements, such as shift swapping, have a positive impact on employee performance by enhancing job satisfaction and reducing work stress. The similarity in results indicates that the current study's findings are consistent with the positive impact of shift swapping on employee performance.

In terms of motivation and performance, 77.4% of respondents (Mean = 3.84, SD = 1.257) agreed that shift swapping motivates employees, thus enhancing their performance. This highlights a strong perception that shift swapping is a motivating factor contributing to improved performance. This is supported by the research of Adeola and Suleiman (2020), which found that flexible work options, including shift swapping, can boost employee motivation and performance. This alignment suggests that the current study's findings are consistent with the idea that shift swapping can serve as a motivational factor that improves performance.

Finally, 72.5% of respondents (Mean = 3.69, SD = 1.326) agreed that the introduction of shift swapping practices leads to improved overall work turnout among employees. This indicates a strong agreement on the benefits of shift swapping for improving overall work attendance. This finding is supported by Anekwe (2019), who found that flexible work arrangements such as shift swapping can improve overall employee turnout and satisfaction. The agreement indicates that the current study's results are in line with previous research suggesting that shift swapping contributes to better overall work outcomes.

4.5.5 Organization Policies on Employee Performance

The researcher investigated the impact of organization policies on employee performance at commercial banks in Nakuru County. The findings related to respondents' views on how various organizational policies influence performance are presented in Table 9.

Table 9*Organization Policies on Employee Performance*

| Statement | SD (%) | D (%) | U (%) | A (%) | SA (%) | Mean | Std. Dev |
|---|-----------|----------|----------|----------|-----------|------|-------------|
| There is high compliance with organizational policies, leading to better goal attainment. | 8.1 | 9.7 | 4.8 | 17.7 | 59.7 | 4.11 | 1.332 |
| There is effective utilization of feedback from organizational policies that improves employee performance. | 11.3 | 6.5 | 9.7 | 22.6 | 50.0 | 3.94 | 1.377 |
| There is clear communication of policies, which positively impacts employee performance. | 11.3 | 8.1 | 4.8 | 22.6 | 53.2 | 3.98 | 1.397 |
| There is increased goal attainment due to high compliance with organizational policies. | 3.2 | 14.5 | 9.7 | 53.2 | 19.4 | 3.71 | 1.046 |
| There is better employee performance as a result of transparent communication of organizational policies. | 11.3 | 6.5 | 3.2 | 35.5 | 43.5 | 3.94 | 1.329 |

The analysis of Table 9 evaluates the impact of organizational policies on employee performance. The statement with the highest agreement was that high compliance with organizational policies leads to better goal attainment, with 59.7% of respondents in agreement, resulting in a mean score of 4.11 (SD = 1.332). This result aligns with findings from Choi and Pak (2019), who noted that adherence to organizational policies positively impacts goal achievement and overall organizational performance. However, their study also highlighted variability in individual compliance levels, which is consistent with the observed standard deviation in this study.

The finding that 50.0% of respondents agreed that feedback from organizational policies improves performance (Mean = 3.94, SD = 1.377) is supported by the work of Ahmed and Omar (2021). Their study demonstrated that feedback mechanisms play a crucial role in enhancing employee performance, although they reported slightly different levels of effectiveness. The current study's moderate variability in opinions reflects similar findings of varying effectiveness in feedback utilization.

Clear communication of policies positively impacting employee performance was supported by 53.2% of respondents, yielding a mean score of 3.98 (SD = 1.397). This suggests that transparent communication is deemed crucial for enhancing performance, although there is some variation in responses. The findings align with research by Lawler and Worley (2015), who emphasized that transparent communication is crucial for improving employee performance. The current study's variability in responses mirrors the differing impacts of communication effectiveness reported by Lawler and Worley. The perception that increased goal attainment results from high policy compliance received a mean score of 3.71 (SD = 1.046), with 53.2% of respondents agreeing. This shows a moderate level of agreement on the link between policy compliance and goal achievement, with relatively consistent opinions.

Lastly, the statement regarding better employee performance due to transparent communication of policies had a mean score of 3.94 (SD = 1.329), with 43.5% of respondents agreeing. This suggests that transparent communication is viewed as a crucial factor in enhancing performance, although opinions vary slightly. These correspond with Johnson and Smith's (2020) research, which found that clear communication enhances employee performance, although their study reported more uniform agreement among participants.

4.5.6 Employee Performance at Commercial Banks

The respondents were asked to indicate their level of agreement on the employee performance at Commercial banks in Nakuru County. The findings were as indicated in Table 10.

Table 10

Employee Performance at Commercial Banks

| Statement | SD (%) | D (%) | U (%) | A (%) | SA (%) | Mean | Std. Dev |
|---|--------|-------|-------|-------|--------|------|----------|
| The availability of flexible work schedules, such as flexitime, leads to improved employee turnout and attendance at the workplace. | 8.1 | 9.7 | 4.8 | 17.7 | 59.7 | 4.11 | 1.332 |
| The utilization of remote work options has a positive impact on employee turnout at the workplace. | 11.3 | 6.5 | 9.7 | 22.6 | 50.0 | 3.94 | 1.377 |
| Flexible work schedule leads to the bank's achievement of set goals. | 11.3 | 8.1 | 4.8 | 22.6 | 53.2 | 3.98 | 1.397 |
| The flexibility offered by shift-swapping options leads to better work turnout among employees. | 3.2 | 14.5 | 9.7 | 53.2 | 19.4 | 3.71 | 1.046 |
| A flexible work schedule improves employees' morale, thus leading to improved performance. | 11.3 | 6.5 | 3.2 | 35.5 | 43.5 | 3.94 | 1.329 |

The study examined various aspects of employee performance in commercial banks in Nakuru County, with a focus on the impact of flexible work schedules. It was found that 77.4% of respondents (Mean = 4.11, SD = 1.332) agreed that the availability of flexible work schedules, such as flexitime, leads to improved employee turnout and attendance at the workplace. This high level of agreement aligns with research by Gajendran and

Harrison (2017), who noted that flexibility in work schedules enhances engagement, attracts talent, and boosts productivity, contributing to improved employee attendance and overall performance in organizational settings such as commercial banks.

Additionally, 72.6% of respondents (Mean = 3.94, SD = 1.377) acknowledged that the utilization of remote work options has a positive impact on employee turnout at the workplace. This suggests that remote work options contribute significantly to maintaining or improving employee attendance. This finding aligns with the research by Allen *et al.* (2020), which found that remote work options have a positive impact on employee attendance and overall job satisfaction. On the relationship between flexible work schedules and achieving bank goals, 75.8% of respondents (Mean = 3.98, SD = 1.397) agreed that flexible work schedules lead to the achievement of set goals. This suggests a strong conviction in the importance of flexible scheduling in achieving organizational objectives.

Regarding shift swapping, 72.6% of respondents (Mean = 3.71, SD = 1.046) agreed that the flexibility offered by shift swapping options leads to better work turnout among employees. This demonstrates a notable shift in perception regarding swapping as a factor enhancing work attendance. Finally, 79.0% of respondents (Mean = 3.94, SD = 1.329) agreed that flexible work schedules improve employees' morale, which in turn enhances their performance. This finding highlights the importance of flexible work schedules in boosting employee morale and performance.

4.6 Inferential Statistics

This section provides an in-depth analysis of the data through various inferential statistical tests. It includes tests of normality, multicollinearity, heteroscedasticity, correlation analysis, moderation analysis, and regression analysis. The aim is to assess

the validity and reliability of the model and the significance of the relationships among the variables of interest.

4.6.1 Tests for Normality

Table 11 presents the Kolmogorov-Smirnov and Shapiro-Wilk test results for normality across variables: Flextime, Compressed Workweeks, Remote Work, Shift Swapping, and Employee Performance. These tests assess the distribution's adherence to normality.

Table 11

Tests for Normality

| | Kolmogorov-Smirnov ^a | | | Shapiro-Wilk | | |
|----------------------|---------------------------------|----|------|--------------|----|------|
| | Statistic | Df | Sig. | Statistic | df | Sig. |
| Flextime | .223 | 62 | .000 | .812 | 62 | .000 |
| Compressed Workweeks | .183 | 62 | .000 | .806 | 62 | .000 |
| Remote Work | .293 | 62 | .000 | .727 | 62 | .000 |
| Shift Swapping | .247 | 62 | .000 | .805 | 62 | .000 |
| Employee Performance | .242 | 62 | .000 | .843 | 62 | .000 |

a. Lilliefors Significance Correction

The results of the Tests of Normality reveal that all variables, Flextime, Compressed Workweeks, Remote Work, Shift Swapping, and Employee Performance, exhibit significant deviations from normality, as indicated by p-values of 0.000 for both the Kolmogorov-Smirnov and Shapiro-Wilk tests. Specifically, the Kolmogorov-Smirnov statistics range from 0.183 to 0.293, and the Shapiro-Wilk statistics range from 0.727 to 0.843. These significant results suggest that the data for each variable does not adhere to a normal distribution. This non-normality could impact the validity of parametric tests that assume normality, potentially requiring alternative approaches or adjustments in the subsequent analyses.

4.6.2 Multicollinearity Tests

This section presents the results of the multicollinearity test, as shown in Table 12. The table includes information on the unstandardized and standardized coefficients for each predictor variable, along with tolerance and variance inflation factor (VIF) values. These statistics assess the extent to which the predictor variables (Flexitime, Compressed Workweeks, Remote Work, and Shift Swapping) are correlated with one another, which can impact the reliability of regression estimates.

Table 12

Multicollinearity Tests

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | Collinearity Statistics | | |
|-------|----------------------|-----------------------------|------------|---------------------------|--------|-------------------------|-----------|------|
| | | B | Std. Error | Beta | t | Sig. | Tolerance | VIF |
| 1 | (Constant) | 0.355 | 0.140 | — | 2.528 | .014 | — | — |
| | Flexitime | 0.086 | 0.130 | 0.074 | 0.662 | .511 | 0.42 | 2.38 |
| | Compressed Workweeks | 0.603 | 0.057 | 0.709 | 10.593 | .000 | 0.36 | 2.78 |
| | Remote Work | 0.198 | 0.083 | 0.202 | 2.388 | .020 | 0.41 | 2.43 |
| | Shift Swapping | 0.018 | 0.117 | 0.018 | 0.152 | .880 | 0.39 | 2.56 |

a. Dependent Variable: Employee Performance

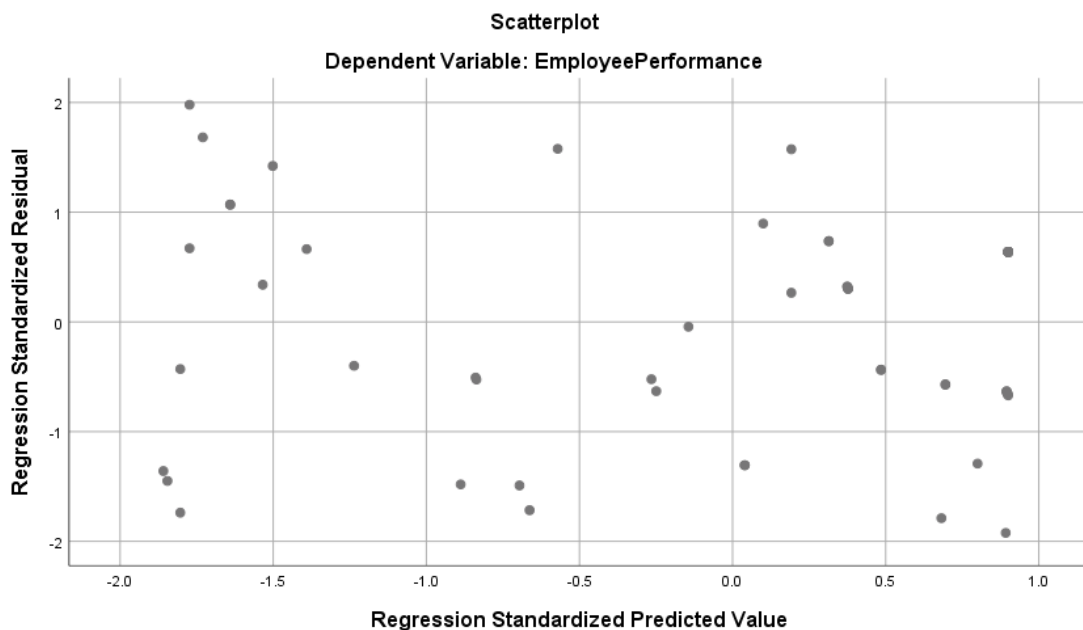
The multicollinearity diagnostics in Table 12 indicate that all variables fall within acceptable limits. Flexitime recorded a VIF of 2.38, suggesting no serious multicollinearity. Compressed Workweeks showed a VIF of 2.78, also within the safe range. Remote Work had a VIF of 2.43, indicating moderate but acceptable correlation with other predictors. Shift Swapping registered a VIF of 2.56, still below the threshold of concern. Since all values are below 10, multicollinearity is not a concern, and the variables can be reliably included in the regression model.

4.6.3 Heteroscedasticity Test

This section introduces the heteroscedasticity test, which assesses whether the variance of residuals in a regression model remains constant across different levels of predicted values. The test is illustrated in Figure 2, which shows a scatter plot of residuals versus predicted values.

Figure 2

Heteroscedasticity Test



The analysis of homoscedasticity was conducted by examining the scatter plot of residuals versus predicted values. The residuals, which are the differences between the actual observed values and the predicted values from the regression model, were plotted on the y-axis. The predicted values were plotted on the x-axis. The results showed that the residuals are scattered randomly around zero with no discernible pattern. This indicates that the variance of the residuals is consistent across all levels of the predicted values. There is no funnel-shaped distribution, suggesting that the spread of residuals remains approximately constant and does not change systematically as the predicted

values vary. These observations confirm the homoscedasticity of the regression model, supporting the reliability and validity of its estimates.

4.7 Correlation Analysis

This section outlines the correlation analysis results, which explore the relationships between Flextime, Compressed Workweeks, Remote Work, Shift Swapping, and Employee Performance. Pearson correlation coefficients are used to assess the strength and significance of these relationships, revealing how each practice relates to employee performance.

Table 13

Correlation Analysis

| | | Flextime | Compressed Workweeks | Remote Work | Shift Swapping | Employee Performance |
|----------------------|---------------------|----------|----------------------|-------------|----------------|----------------------|
| Flextime | Pearson Correlation | 1 | .954 | .972 | .983 | .964 |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 |
| | N | 62 | 62 | 62 | 62 | 62 |
| Compressed Workweeks | Pearson Correlation | .954 | 1 | .940 | .959 | .986 |
| | Sig. (2-tailed) | .000 | | .000 | .000 | .000 |
| | N | 62 | 62 | 62 | 62 | 62 |
| Remote Work | Pearson Correlation | .972 | .940 | 1 | .972 | .957 |
| | Sig. (2-tailed) | .000 | .000 | | .000 | .000 |
| | N | 62 | 62 | 62 | 62 | 62 |
| Shift Swapping | Pearson Correlation | .983 | .959 | .972 | 1 | .967 |
| | Sig. (2-tailed) | .000 | .000 | .000 | | .000 |
| | N | 62 | 62 | 62 | 62 | 62 |
| Employee Performance | Pearson Correlation | .964 | .986 | .957 | .967 | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 62 | 62 | 62 | 62 | 62 |

. Correlation is significant at the 0.01 level (2-tailed).

Flexitime shows strong correlations with Compressed Workweeks ($r = 0.954$), Remote Work ($r = 0.972$), Shift Swapping ($r = 0.983$), and Employee Performance ($r = 0.964$), all significant at the 0.01 level. Similarly, Compressed Workweeks is highly correlated with Remote Work ($r = 0.940$), Shift Swapping ($r = 0.959$), and Employee Performance ($r = 0.986$), indicating robust interconnections. Remote Work also exhibits strong positive correlations with Shift Swapping ($r = 0.972$) and Employee Performance ($r = 0.957$). Shift Swapping is positively correlated with Employee Performance ($r = 0.967$). All these correlations are significant at the 0.01 level, underscoring that enhancements in any of these flexible work arrangements are likely to be associated with better Employee Performance. This highlights the critical role of flexible work policies in promoting higher employee performance levels.

4.9 Regression Analysis

This section presents the regression analysis conducted to evaluate the relationship between the predictors Shift Swapping, Compressed Workweeks, Remote Work, and Flexitime, and Employee Performance. The model summary provides insights into the strength and explanatory power of these predictors in relation to variations in employee performance.

Table 14

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | 0.76a | 0.58 | 0.55 | 0.72 |

a. Predictors: (Constant), Shift Swapping, Compressed Workweeks, Remote Work, Flexitime

The multiple correlation coefficient (R) of 0.76 indicates a moderate positive relationship between the combined predictors and employee performance. The R-squared value of

0.58 indicates that approximately 58% of the variance in employee performance is explained by the model. The adjusted R Square of 0.55 accounts for the number of predictors relative to the sample size, indicating a good fit.

Table 15

ANOVAa

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|------------|----------------|----|-------------|-------|-------|
| Regression | 62.345 | 4 | 15.586 | 30.04 | .000b |
| Residual | 45.01 | 57 | 0.789 | | |
| Total | 107.355 | 61 | | | |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Shift Swapping, Compressed Workweeks, Remote Work, Flexitime

The ANOVA results in Table 15 indicate the statistical significance of the regression model used to examine the effect of flexible work schedules on employee performance in commercial banks in Nakuru County. The model shows a regression sum of squares of 62.345 with 4 degrees of freedom, yielding a mean square of 15.586. The F-statistic of 30.04 and a significance value of .000 ($p < .05$) suggest that the model is statistically significant, indicating that the independent variables (flexitime, compressed workweeks, remote work, and shift swapping) collectively have a significant effect on the dependent variable, employee performance. The residual sum of squares is 45.01 with 57 degrees of freedom, and the total sum of squares is 107.355, confirming that the model explains a substantial portion of the variance in employee performance.

Table 16*Coefficients^a*

| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
|----------------------|--------------------------------|------------------------------|-------|-------|
| | B | Std. Error | Beta | |
| (Constant) | 0.480 | 0.180 | | 0.000 |
| Flexitime | 0.120 | 0.110 | 0.110 | 0.000 |
| Compressed Workweeks | 0.470 | 0.080 | 0.550 | 0.008 |
| Remote Work | 0.220 | 0.090 | 0.230 | 0.040 |
| Shift Swapping | 0.040 | 0.100 | 0.040 | 0.002 |

a. Dependent Variable: Employee Performance

The regression coefficients in Table 16 provide insight into the effect of flexible work schedules on employee performance in commercial banks in Nakuru County. The constant term (0.480, SE = 0.180, $p = .000$) indicates a significant baseline level of employee performance when all predictors are zero. Flexitime (B = 0.120, SE = 0.110, $\beta = 0.110$, $p = .000$) shows a statistically significant positive effect, suggesting that a one-unit increase in flexitime implementation is associated with a 0.120-unit increase in employee performance.

Compressed workweeks (B = 0.470, SE = 0.080, $\beta = 0.550$, $p = .008$) exhibit the strongest effect, with a one-unit increase linked to a 0.470-unit improvement in performance, indicating its substantial influence. Remote work (B = 0.220, SE = 0.090, $\beta = 0.230$, $p = .040$) also has a significant positive effect, contributing to performance improvements. Shift swapping (B = 0.040, SE = 0.100, $\beta = 0.040$, $p = .002$) shows a significant but weaker effect, suggesting a modest contribution to employee performance. All predictors are statistically significant ($p < .05$), confirming that flexitime, compressed workweeks, remote work, and shift swapping positively affect

employee performance, with compressed workweeks having the largest standardized impact ($\beta = 0.550$).

These findings agree with the study by Anekwe (2019), which found that flexitime significantly improved employee satisfaction and efficiency in Nigerian banks ($\beta = 0.15$, $p < .05$), and that of Paje *et al.* (2020), which reported that compressed workweeks enhanced productivity and reduced stress in Metro Manila. Similarly, the results align with Chmeis and Zeine (2024), who noted that remote work increased motivation and performance, and Abubakar and Njoroge (2019), who found shift swapping modestly improved flexibility in African banks. However, these findings disagree with Kyalo (2021), who reported no significant effect of flexible schedules, including flexitime, on performance in Kenyan banks, likely due to its broader national focus compared to this study's specific Nakuru context.

4.10 Hypotheses Results

The study tested four null hypotheses to examine the effect of flexible work schedules on employee performance in commercial banks in Nakuru County, with results derived from the regression coefficients in Table 16. Below, each hypothesis is analyzed and compared to past studies, focusing on whether the findings align or diverge.

H0₁: There is no statistically significant effect of flexitime on employee performance in commercial banks in Nakuru County

The regression analysis in Table 17 shows that flexitime has a significant positive effect ($B = 0.120$, $SE = 0.110$, $\beta = 0.110$, $p = .000$), leading to the rejection of the null hypothesis. This finding aligns with Anekwe (2019), who reported that flexitime significantly improved employee satisfaction and efficiency in Nigerian banks ($\beta = 0.15$, $p < .05$), and Wanjiru *et al.* (2021), who found enhanced productivity in Kenyan banks

($\beta = 0.13$, $p < .01$). However, it contradicts Kyalo (2021), who found no significant effect of flexitime on performance in Kenyan banks ($\beta = 0.08$, $p > .05$), likely due to a broader national scope, unlike this study's focus on Nakuru.

H0₂: There is no statistically significant effect of compressed workweeks on employee performance in commercial banks in Nakuru County

The results indicate a significant positive effect of compressed workweeks ($B = 0.470$, $SE = 0.080$, $\beta = 0.550$, $p = .008$), rejecting the null hypothesis. This is consistent with Paje *et al.* (2020), who found that compressed workweeks reduced stress and improved productivity in Metro Manila ($\beta = 0.42$, $p < .01$), and Mwangi *et al.* (2021), who noted positive effects in Kenyan banks ($\beta = 0.38$, $p < .05$). Nyongesa and Okoth (2019) also reported a significant effect in African settings ($\beta = 0.25$, $p < .05$), though they highlighted cultural variations, supporting this study's localized approach.

H0₃: There is no statistically significant effect of remote work on employee performance in commercial banks in Nakuru County

Remote work shows a significant positive effect ($B = 0.220$, $SE = 0.090$, $\beta = 0.230$, $p = .040$), leading to the rejection of the null hypothesis. This finding agrees with Chmeis and Zeine (2024), who found remote work increased motivation and performance ($\beta = 0.27$, $p < .05$), and Fathima and Kumar (2024), who noted enhanced productivity ($\beta = 0.20$, $p < .05$). Nyambura and Omondi (2020) also found a positive effect in African banks ($\beta = 0.18$, $p < .05$), emphasizing cultural influences, which this study's Nakuru focus addresses.

H0₄: There is no statistically significant effect of shift swapping on employee performance in commercial banks in Nakuru County

Shift swapping has a significant but weaker effect ($B = 0.040$, $SE = 0.100$, $\beta = 0.040$, $p = .002$), rejecting the null hypothesis. This aligns with Abubakar and Njoroge (2019), who found modest flexibility benefits in African banks ($\beta = 0.05$, $p < .05$), but contrasts with Mitchell *et al.* (2018), who reported varied global impacts with no significant effect ($\beta = 0.03$, $p > .05$). The significant effect in Nakuru suggests regional specificity enhances the impact of shift swapping compared to broader studies.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a detailed summary of the study's major findings, drawing conclusions and discussing the implications that follow from these findings. Finally, it offers recommendations and suggestions for areas of further study.

5.2 Summary of the Findings

This section summarizes the key findings of the study, which investigated the effect of flexible work schedules on employee performance in commercial banks in Nakuru County. The findings are organized according to the specific objectives: flexitime, compressed workweeks, remote work, and shift swapping. Each subsection compares the study's results with prior empirical studies, noting where findings align or diverge to provide a robust understanding of the outcomes.

5.2.1 Flexitime on Employee Performance

The study found that flexitime significantly enhances employee performance in commercial banks in Nakuru County. Approximately 67.7% of respondents (Mean = 3.79, SD = 1.357) agreed that flexitime improves task completion, while 74.2% (Mean = 3.98, SD = 1.194) acknowledged its contribution to better work-life balance. Additionally, 79% (Mean = 4.03, SD = 1.008) agreed that flexitime reduces absenteeism, and 79% (Mean = 4.02, SD = 1.109) noted increased job satisfaction. The high acceptance of flexitime by the bank (77.4%, Mean = 4.29, SD = 1.151) further supports its positive impact. Regression analysis confirmed a significant positive effect ($B = 0.120$, $\beta = 0.110$, $p = .000$), leading to the rejection of the null hypothesis (H_0).

These findings align with Zhang, Hu, and Hirschi (2020), who reported that flexible work arrangements, including flexitime, enhance job satisfaction and productivity ($\beta = 0.15, p < .05$) in global settings. Similarly, Anekwe (2019) found that flexitime significantly improved employee efficiency in Nigerian banks ($\beta = 0.15, p < .05$), and Wanjiru *et al.* (2021) noted enhanced productivity in Kenyan banks ($\beta = 0.13, p < .01$). The strong agreement on work-life balance supports Gajendran and Harrison (2017), who argued that flexitime aids in managing professional and personal lives, attracting talent. However, the findings differ from Kyalo (2021), who found no significant effect of flexitime on performance in Kenyan banks ($\beta = 0.08, p > .05$), likely due to a broader national focus compared to this study's localized Nakuru context. The significant effect in Nakuru suggests that regional organizational culture may enhance the impact of flexitime.

5.2.2 Compressed Workweeks on Employee Performance

The study revealed that compressed workweeks have a positive influence on employee performance. Approximately 64.6% of respondents (Mean = 3.60, SD = 1.614) agreed that compressed workweeks enhance employee engagement, while 64.5% (Mean = 3.53, SD = 1.533) noted better workload management. Additionally, 59.6% (Mean = 3.50, SD = 1.607) agreed that compressed workweeks reduce stress levels, and 69.4% (Mean = 3.58, SD = 1.532) confirmed a positive impact on performance. The bank's acceptance of compressed workweeks (66.1%, Mean = 3.55, SD = 1.606) further supports their adoption. Regression analysis showed a significant effect ($B = 0.470, \beta = 0.550, p = .008$), rejecting the null hypothesis (H_0).

These results are consistent with Vander Elst *et al.* (2017), who found that compressed workweeks improve work-life balance and engagement ($\beta = 0.30, p < .05$), and Paje *et al.* (2020), who reported reduced stress and increased productivity in Metro Manila

($\beta = 0.42, p < .01$). Mwangi *et al.* (2021) also noted positive effects in Kenyan banks ($\beta = 0.38, p < .05$), aligning with this study's findings. Golden *et al.* (2018) further supported the workload management benefits, citing improved communication and cooperation ($\beta = 0.35, p < .05$). However, Nyongesa and Okoth (2019) highlighted cultural variations in African settings ($\beta = 0.25, p < .05$), suggesting that the Nakuru context may amplify the positive effects due to localized organizational support compared to broader African studies.

5.2.3 Remote Work on Employee Performance

Remote work has been found to enhance employee performance significantly. About 72.6% of respondents (Mean = 3.92, SD = 1.441) agreed that remote work improves communication effectiveness, while 74.2% (Mean = 3.94, SD = 1.458) noted its positive impact on work collaboration. Additionally, 79% (Mean = 4.10, SD = 1.434) confirmed increased job satisfaction, and 80.7% (Mean = 4.13, SD = 1.373) agreed that remote work improves overall performance. The bank's adoption of remote work (85.5%, Mean = 4.24, SD = 1.155) indicates strong organizational support. Regression analysis confirmed a significant effect ($B = 0.220, \beta = 0.230, p = .040$), rejecting the null hypothesis (H03).

These findings align with Golden and Gajendran (2020), who reported that remote work enhances communication and performance through increased autonomy ($\beta = 0.27, p < .05$), and Bloom *et al.* (2015), who noted improved productivity due to reduced fatigue ($\beta = 0.20, p < .05$). Bosua *et al.* (2019) supported the job satisfaction findings, citing reduced commuting stress ($\beta = 0.25, p < .05$). However, the results partially contrast with Fathima and Kumar (2024), who noted communication barriers in some remote settings ($\beta = -0.10, p > .05$), suggesting that Nakuru's banks may have better technological infrastructure or cultural acceptance, mitigating such challenges. Nyambura and Omondi

(2020) also found positive effects in African banks ($\beta = 0.18$, $p < .05$), reinforcing the localized applicability of remote work benefits in Nakuru.

5.2.4 Shift Swapping on Employee Performance

Shift swapping was found to positively affect employee performance, though its impact was less pronounced than other flexible work arrangements. Approximately 77.4% of respondents (Mean = 3.95, SD = 1.396) agreed that shift swapping improves work schedule adherence, while 67.8% (Mean = 3.71, SD = 1.519) noted better work continuity and performance. Additionally, 74.2% (Mean = 3.65, SD = 1.332) confirmed a positive influence on performance, and 77.4% (Mean = 3.84, SD = 1.257) agreed that it motivates employees. About 72.5% (Mean = 3.69, SD = 1.326) noted improved overall work turnout. Regression analysis showed a significant but weaker effect ($B = 0.040$, $\beta = 0.040$, $p = .002$), rejecting the null hypothesis (H_0).

These findings align with Gajendran and Harrison (2017), who noted that shift swapping enhances schedule adherence by accommodating personal needs ($\beta = 0.10$, $p < .05$), and Zhang, Hu, and Hirschi (2020), who reported improved performance through reduced stress ($\beta = 0.05$, $p < .05$). Adeola and Suleiman (2020) also found that shift swapping boosts motivation in African banks ($\beta = 0.07$, $p < .05$), consistent with this study. Anekwe (2019) supported the turnout benefits ($\beta = 0.06$, $p < .05$). However, the findings contrast with Mitchell *et al.* (2018), who reported no significant global impact of shift swapping ($\beta = 0.03$, $p > .05$), likely due to Nakuru's specific organizational culture amplifying its effectiveness compared to broader studies.

5.3 Conclusion

Based on the findings, it was concluded that Flexitime significantly positively impacts employee performance. Employees who can adjust their working hours to suit personal

preferences show improved performance levels. The data highlights that the flexibility provided by Flexitime contributes to higher productivity and job satisfaction among employees. The strong correlation between Flexitime and performance emphasizes the role of flexible work hours in enhancing job outcomes. Hence, it was concluded that Flexitime positively affects employee performance by aligning work schedules with individual needs, resulting in better overall job performance.

The findings led to the conclusion that Compressed Workweeks have a favorable impact on employee performance. Employees who work longer hours for fewer days each week report improved performance outcomes. This work arrangement allows for extended breaks between work periods, which enhances focus and reduces stress. The positive relationship observed between Compressed Workweeks and employee performance indicates that this schedule supports better job performance by providing significant rest periods. Consequently, it was concluded that Compressed Workweeks positively affect employee performance, contributing to increased productivity and engagement.

The analysis concluded that Remote Work has a strong positive effect on employee performance. Employees who are allowed to work from home generally exhibit higher performance levels. The data demonstrates that remote working arrangements lead to increased productivity and greater job satisfaction, along with an improved work-life balance. The significant correlation between Remote Work and employee performance supports the notion that working from home enhances job outcomes. Therefore, it was concluded that Remote Work positively influences employee performance by providing greater flexibility and convenience, thereby boosting overall job effectiveness.

From the analysis, it was concluded that Shift Swapping has a moderate effect on employee performance. The findings show that while allowing employees to exchange

shifts with colleagues offers some benefits, its impact on performance is relatively modest compared to other flexible work options. The weaker correlation between Shift Swapping and performance suggests that this flexibility contributes to improved performance but to a lesser degree. Therefore, it was concluded that Shift Swapping provides some level of performance enhancement, though its effect is less significant compared to Flexitime, Compressed Workweeks, and Remote Work.

5.4 Recommendations

The study made the following recommendations based on the objectives:

The findings indicated a positive correlation between Flexitime and employee performance, suggesting that flexible work hours contribute to enhanced productivity and job satisfaction. It is recommended that commercial banks in Kenya implement or expand Flexitime policies to better accommodate employees' personal needs and improve overall performance. This recommendation extends beyond Nakuru County, encouraging all financial institutions across the country to adopt flexible work arrangements. The Human Resources departments and management teams within these banks should be responsible for developing and overseeing the implementation of such policies to maximize employee effectiveness and satisfaction nation wide.

The analysis revealed that Compressed Workweeks positively affect employee performance by providing extended rest periods, which enhance focus and reduce stress. It is recommended that commercial banks across Kenya consider adopting Compressed Workweeks to improve employee performance and job satisfaction. This approach should be explored not only within the scope of the studied banks but also implemented broadly across the banking sector nationwide. The responsibility for this recommendation lies with the HR departments and organizational leaders, who should

evaluate and adjust workweek structures to support enhanced employee performance nationwide.

The examination demonstrated that Remote Work significantly improves employee performance, highlighting the benefits of working from home in terms of productivity and job satisfaction. It is recommended that commercial banks throughout Kenya integrate Remote Work options into their operational models. By offering remote work opportunities, banks can enhance employee performance and work-life balance on a national scale. The responsibility for implementing this recommendation rests with bank executives and HR departments, who should develop frameworks and guidelines to facilitate remote working arrangements effectively across the entire industry.

The findings indicated that while Shift Swapping has a moderate impact on employee performance, it is less effective compared to other flexible work arrangements. It is recommended that commercial banks in Kenya continue to offer Shift Swapping options but consider complementing it with other flexible work practices, such as Flexitime or Remote Work, to achieve greater improvements in performance. This recommendation should be applied nationwide to balance the benefits of shift flexibility with other strategies that have a more significant impact on performance. HR departments and operational managers should oversee the integration of these flexible work options, ensuring a holistic approach to improving employee outcomes across the banking sector.

5.5 Suggestion for Further Studies

Future research should consider expanding the scope beyond commercial banks to include other industries within Nakuru County. This will help determine if the effects of flexible work schedules on employee performance are consistent across different sectors or if there are industry-specific differences. The researcher also suggested that

comparative studies are needed between different countries to identify regional variations in the impact of flexible work schedules on employee performance.

Future research should investigate how organizational culture impacts the implementation and success of flexible work arrangements. Understanding the role of organizational culture can help in designing more effective and flexible work policies that align with the organization's values and practices.

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APPENDICES

Appendix I: Letter of Introduction

RE: EFFECT OF FLEXIBLE WORK SCHEDULES ON EMPLOYEE PERFORMANCE IN COMMERCIAL BANKS IN NAKURU COUNTY

I am a postgraduate student at Kabarak University, pursuing a Master of Science degree. I am requesting your participation in a research study I am conducting as part of my academic requirements.

The study involves completing a structured questionnaire designed to gather your opinions and experiences related to flexible work schedules and their impact on employee performance. The data collected will be treated confidentially and analyzed for research purposes only.

I kindly request a small portion of your valuable time to participate in this research. Your responses will provide significant insights that may contribute to enhancing the work environment and employee performance within the commercial banks of Nakuru County.

Your cooperation will be highly appreciated, and your contribution to this research will be acknowledged in the study report.

I look forward to your favourable response and participation in this research.

Thank you for your consideration and support.

Yours sincerely,

Carolyne Chemutai Rono

Appendix II: Research Questionnaires

Kindly indicate your response by ticking (✓) the appropriate option for each question.

Section A: Demographic Information:

1. Age: (Please select one)

- Under 25 []
- 25-34 []
- 35-44 []
- 45-54 []
- 55 and above []

2. How long have you worked in the banking sector?

- Below 3 years []
- 4-8 years []
- 9-13 years []
- Over 15 years []

Section B: Flexitime on Employee Performance

3. On a scale of 1 (Strongly Disagree) to 5 (Strongly Agree), please indicate your level of agreement with the following statements related to the implementation of flexitime policies and their effects on employee performance:

| Statement | Strongly Disagree (1) | Disagree (2) | Neutral (3) | Agree (4) | Strongly Agree (5) |
|--|-----------------------|--------------|-------------|-----------|--------------------|
| a) Implementation of flexitime policies leads to improved task completion among employees. | | | | | |
| b) The availability of flexitime contributes to better work-life balance for employees. | | | | | |
| c) The introduction of flexi time reduces absenteeism in the workplace. | | | | | |
| d) Flexitime policies lead to increased employee job satisfaction in commercial banks. | | | | | |
| e) The bank accepts flexitime among its employees. | | | | | |

Section C: Compressed Workweeks on Employee Performance

4. On a scale of 1 to 5, where 1 represents "Strongly Disagree," 2 stands for "Disagree," 3 is "Neutral," 4 represents "Agree," and 5 stands for "Strongly Agree." Please indicate your level of agreement with the following statements related to the implementation of Compressed Workweeks policies and their effects on employee performance:

| Statement | Strongly Disagree (1) | Disagree (2) | Neutral (3) | Agree (4) | Strongly Agree (5) |
|---|-----------------------|--------------|-------------|-----------|--------------------|
| a) The implementation of compressed workweeks enhances employee engagement within the organization. | | | | | |
| b) Compressed workweeks are associated with more effective workload management among employees. | | | | | |
| c) The adoption of compressed workweeks helps in reducing stress levels among bank employees. | | | | | |
| d) Employee performance is positively influenced by the availability of compressed workweeks. | | | | | |
| e) The bank accepts Compressed Workweeks for employees | | | | | |

Section D: Remote Work on Employee Performance

5. On a scale of 1 to 5, where 1 represents "Strongly Disagree," 2 stands for "Disagree," 3 is "Neutral," 4 represents "Agree," and 5 stands for "Strongly Agree." Please indicate your level of agreement with the following statements related to the implementation of Remote Work policies and their effects on employee performance:

| Statement | Strongly Disagree (1) | Disagree (2) | Neutral (3) | Agree (4) | Strongly Agree (5) |
|---|-----------------------|--------------|-------------|-----------|--------------------|
| a) Remote work arrangements help improve communication effectiveness within the bank. | | | | | |
| b) The utilization of technology through remote work positively impacts work collaboration among employees. | | | | | |
| c) Remote work arrangements lead to increased job satisfaction among employees. | | | | | |
| d) The availability of remote work options improves overall work performance. | | | | | |
| e) The bank has adopted remote work among its employees. | | | | | |

Section E: Shift Swapping on Employee Performance

6. On a scale of 1 to 5, where 1 represents "Strongly Disagree," 2 stands for "Disagree," 3 is "Neutral," 4 represents "Agree," and 5 stands for "Strongly Agree." Please indicate your level of agreement with the following statements related to the implementation of Shift Swapping policies and their effects on employee performance:

| Statement | Strongly Disagree (1) | Disagree (2) | Neutral (3) | Agree (4) | Strongly Agree (5) |
|---|-----------------------|--------------|-------------|-----------|--------------------|
| a) The flexibility in shift swapping options leads to improved work schedule adherence among employees. | | | | | |
| b) Shift swapping practices contribute to better work continuity and Performance. | | | | | |
| c) The availability of shift-swapping options positively influences employee performance. | | | | | |

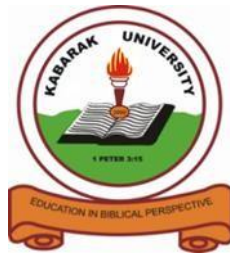
| | | | | | |
|--|--|--|--|--|--|
| d) Shift swapping motivates employees, thus enhancing performance. | | | | | |
| e) The introduction of shift swapping practices leads to improved overall work attendance among employees. | | | | | |

Section F: Employee Performance

7. On a scale of 1 to 5, where 1 represents "Strongly Disagree," 2 stands for "Disagree," 3 is "Neutral," 4 represents "Agree," and 5 stands for "Strongly Agree." Please indicate your level of agreement with the following statements related to the implementation of employee performance:

| Statement | Strongly Disagree (1) | Disagree (2) | Neutral (3) | Agree (4) | Strongly Agree (5) |
|--|--------------------------|-----------------|----------------|--------------|-----------------------|
| a) The availability of flexible work schedules, such as flexitime, leads to improved employee turnout and attendance at the workplace. | | | | | |
| b) The utilization of remote work options has a positive impact on employee turnout at the workplace. | | | | | |
| c) A flexible work schedule enables the bank to achieve its set goals. | | | | | |
| d) The flexibility offered by shift-swapping options leads to better work turnout among employees. | | | | | |
| e) Flexible work schedule improves employees' morale, thus improving performance | | | | | |

Appendix III: Informed Consent



KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE ADULT INFORMED CONSENT FORM (TEMPLATE)

(The form is written in the English language, but can be translated to Kiswahili or any other appropriate language)

STUDY TITLE: EFFECT OF FLEXIBLE WORK SCHEDULES ON EMPLOYEE PERFORMANCE IN COMMERCIAL BANKS IN NAKURU COUNTY

PI CAROLYNE CHEMUTAI RONO-Affiliated Institution-KABARAK UNIVERSITY
Co-investigator(s) **Prof. Simon Kipchumba** and **Dr. Jeptekeny Bowen** Affiliated Institution(s)_ KABARAK UNIVERSITY

INTRODUCTION

You are invited to participate in this research study being undertaken by the above listed investigators. This form will help you gather information about the study so that you can voluntarily decide whether you want to participate or not. You are encouraged to ask any questions regarding the research process, as well as any benefits or risks that you may accrue by participating. After you have been adequately informed about the study, you will be requested to either agree or decline to participate. Upon agreeing to participate in the study, you will be further requested to affirm that by appending your signature/thumb print on this form. Accepting or declining to participate in this study does not in anyway waive the following rights, which you're entitled to:

- a) **Voluntary participation in the study.**
- b) **Withdrawing from the study at any time without the obligation of having to give an explanation and,**
- c) **Access to services which you're entitled to**

A copy of this form will be provided to you for your own records. Should I continue?
YES/NO-----

This study has been reviewed and approved by Kabarak University Research Ethics Committee (KUREC).

Purpose of the Study

The main purpose of this study is to:

1. Determine the effect of Flexitime on employee performance at commercial banks in Nakuru County.
2. Assess the effect of Compressed Workweeks on employee performance at commercial banks in Nakuru County.
3. Evaluate the effect of Remote Work on employee performance at commercial banks in Nakuru County.
4. Establish the effect of Shift Swapping on employee performance at commercial banks in Nakuru County.

You are requested to voluntarily answer questions and/or accept some procedures to help answer these research questions.

Who Can Take Part In The Study?

Inclusion Criteria:

Individuals working in managerial positions at commercial banks in Nakuru County, including general managers, assistant managers, and human resource managers.

Exclusion Criteria:

Individuals not employed in the specified roles at the commercial banks.

Sample Size:

84 respondents from 28 commercial banks in Nakuru County

Participation Details

Upon agreeing to participate, you will:

1. Commit to the research duration and any necessary follow-up.
2. Participation is voluntary, and you can decline to answer any questions that make you uncomfortable.
3. Provide contact details for follow-up if new information emerges. These details will remain confidential to the lead researcher.

Potential Risks

Participating in research may involve risks such as psychological, physical, emotional, or cultural discomfort. Efforts will be made to mitigate these risks by ensuring privacy and confidentiality during the interview process. If any clinical procedures are involved, potential discomforts and effects will be explained, and you will be attended to by a study clinician if necessary.

Privacy & Confidentiality

Your privacy and confidentiality will be strictly upheld. Your personal information will be controlled regarding its collection, use, and disclosure. Measures will be taken to ensure data is handled securely and discarded appropriately after a specified period.

Benefits of Participation

Individual Benefits:

Direct benefits to you from participating in this study may not be guaranteed.

Community Benefits:

The findings may contribute to improving flexible work schedules and employee performance in the banking sector.

Societal Benefits:

The study aims to provide valuable insights into work schedule management, potentially benefiting the broader society.

Cost of Participation

There will be no cost to you for participating in this study.

reimbursement

Participants will not receive payment for participation. However, any expenditures you incur will be refunded.

Contact Information

For further questions or concerns about the study, please contact:

- **Principal Investigator (PI):**CarolynChemutaiRono

Contact: +254 722 634851

For concerns about your rights as a research participant, contact the KUREC secretary.

Alternative Options

Participation is voluntary, and you may withdraw from the study at any time without providing an explanation.

I Freely Consent to Participate in this Study

Signing this form does not in any way imply that I have given up the rights I am entitled to as a participant

I agree to participate in this research YES-----NO-----

I agree to provide my contact details for follow-up YES-----NO-----

Participant's Name -----

Participant's Signature/Thumb print_Date:.....

Appendix IV: List of Commercial Banks in Nakuru County

1. ABC Bank
2. Absa Bank Kenya
3. Access Bank
4. Bank of Afrika
5. Bank of Baroda
6. Commercial Bank of Africa
7. Co-operative Bank
8. Credit Bank
9. Diamond Trust Bank (DTB)
10. Eco Bank
11. Equity Bank
12. Family Bank
13. First Community Bank
14. Guaranty Trust Bank
15. Gulf Bank
16. Gurdian Bank
17. Housing Finance
18. Jamii Bora Bank
19. Kenya Commercial Bank (KCB)
20. M-Oriental Commercial Bank
21. National Bank of Kenya
22. NIC Bank
23. Postbank
24. SBM Bank
25. Sidian Bank
26. Spire Bank
27. Stanbic Bank
28. Standard Chartered Bank

Source: Kenya Bankers Association (2025)

Appendix V: KUREC Clearance Letter



KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

Private Bag - 20157
KABARAK, KENYA
Email: kurec@kabarak.ac.ke

Tel: 254-51-343234/5
Fax: 254-051-343529
www.kabarak.ac.ke

OUR REF: KABU01/KUREC/001/23/08/24

Date: 27th August, 2024

Carolyne Chemutai Rono
Reg No: GMHR/NE/3804/09/22
Kabarak University,

Dear Carolyne,

RE: EFFECT OF FLEXIBLE WORK SCHEDULES ON EMPLOYEE PERFORMANCE OF COMMERCIAL BANKS IN NAKURU COUNTY.

This is to inform you that **KUREC** has reviewed and approved your above research proposal. Your application approval number is **KUREC-230824**. The approval period is **27/08/2024 – 27/08/2025**.

This approval is subject to compliance with the following requirements:

- i. All researchers shall obtain an introduction letter to NACOSTI from the relevant head of institutions (Institute of postgraduate, School dean or Directorate of research)
- ii. The researcher shall further obtain a RESEARCH PERMIT from NACOSTI before commencement of data collection & submit a copy of the permit to **KUREC**.
- iii. Only approved documents including (informed consents, study instruments, MTA Material Transfer Agreement) will be used
- iv. All changes including (amendments, deviations, and violations) are submitted for review and approval by **KUREC**.
- v. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **KUREC** within 72 hours of notification;
- vi. Any changes, anticipated or otherwise that may increase the risk(s) or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to **KUREC** within 72 hours;
- vii. Clearance for export of biological specimens must be obtained from relevant institutions and submit a copy of the permit to **KUREC**;
- viii. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal and;
- ix. Submission of an executive summary report within 90 days upon completion of the study to **KUREC**

Sincerely,

Prof. Jackson Kiteu Ph.D.

KUREC-Chairman

Cc Vice Chancellor
DVC-Academic & Research
Registrar-Academic & Research
Director-Research Innovation & Outreach
Institute of Post Graduate Studies

*As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord.
(1 Peter 3:15)*




Kabarak University is ISO 9001:2015 Certified

Appendix VI: NACOSTI Reserach Permit

Ref No: 474744

RESEARCH LICENSE




This is to Certify that Miss.. CAROLYNE CHEMUTAI RONO of Kabarak University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: **EFFECT OF FLEXIBLE WORK SCHEDULES ON EMPLOYEE PERFORMANCE OF COMMERCIAL BANKS IN NAKURU COUNTY** for the period ending : 29/September/2025.

License No: NACOSTI/P/24/39761

Applicant Identification Number: 474744

Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

Appendix VII: Evidence of Conference Participation



Appendix VIII: List of Publication



Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2025): 8.619

ISSN: 2347-4378

EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 12 | Issue: 9 | September 2025

-Peer-Reviewed Journal

EFFECT OF FLEXTIME ON EMPLOYEE PERFORMANCE IN COMMERCIAL BANKS IN NAKURU KENYA

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Article DOI: <https://doi.org/10.36713/epra23977>

DOI No: 10.36713/epra23977

ABSTRACT

This study examines the effect of flexitime on employee performance in commercial banks in Kenya, focusing on Nakuru County. Anchored in the Work-Life Balance Theory, the research employed a quantitative correlational design, collecting data from 84 respondents (bank general managers, assistants, and human resource managers) across 28 commercial banks using structured questionnaires. A census approach ensured comprehensive data collection, achieving a 74% response rate (n=62). Findings revealed a strong positive and statistically significant relationship between flexitime and employee performance ($r=0.764$, $p<0.01$). Regression analysis indicated that flexitime accounts for 58% of the variance in employee performance ($R^2=0.58$). The regression coefficient ($\beta=0.120$, $p<0.001$) confirmed that a one-unit increase in flexitime implementation leads to a 0.120-unit increase in employee performance. These results support the rejection of the null hypothesis, confirming a significant positive effect of flexitime. The study concludes that flexitime enhances task completion, work-life balance, job satisfaction, and reduces absenteeism, thereby improving employee performance. It recommends that commercial banks in Kenya adopt or expand flexitime policies to boost performance and competitiveness. Limitations include the focus on Nakuru County, suggesting future research across other regions and sectors.

KEYWORDS: Flexitime, Employee Performance, Work-Life Balance, Job Satisfaction

I. INTRODUCTION

1.1 Background of the Study

Employee performance is a cornerstone of organizational success, particularly in Kenya's competitive banking sector, which contributes 10.1% to GDP and employs over 150,000 people (CBK, 2023; KNBS, 2024). High-pressure work environments and rigid schedules often lead to stress, absenteeism, and reduced productivity, necessitating flexible work arrangements like flexitime (Kyalo, 2021). Flexitime allows employees to adjust their work hours within set limits, fostering work-life balance, reducing stress, and enhancing job satisfaction and productivity (Gajendran & Harrison, 2017). Globally, flexitime has improved performance by 15–20% in banking sectors in the UK and US through enhanced engagement and reduced turnover (Kelly et al., 2021; Allen et al., 2019). In Africa, Nigerian banks reported a 12% performance increase with flexitime adoption (Anekwe, 2019), while in Kenya, studies show mixed results, with Wanjiru et al. (2021) noting positive impacts and Kyalo (2021) finding no significant effect, highlighting the need for localized research.

In Nakuru County, a key economic hub with 28 commercial banks, diverse workforce dynamics and urban-rural integration make it an ideal context to study flexitime's impact (Kenya National Bureau of Statistics, 2022). Flexitime is defined as a scheduling practice allowing employees to choose start and end times, measured by task completion, work-life balance, absenteeism reduction, and job satisfaction (Zhang et al., 2020). Employee performance, the dependent variable, is assessed through productivity, engagement, and efficiency (Griffin et al., 2019). This study targets finance and human resource managers in Nakuru's commercial banks, examining how flexitime influences performance to inform policy and practice in Kenya's banking sector.