

Effects of Flextime Work Arrangement on Employee Performance in Nairobi CBD Commercial Banks

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Abstract: Organizations globally are strategizing on how best to boost their productivity through enhanced performance by the employees. Motivation of employees by the recognition of the importance of balancing their work and family life has continued to gain ground. In Nairobi central district commercial banks, use of flextime work arrangement has been noted as one of the most widely used strategy. The results of this approach in regard to employee performance should be key in pointing out whether flextime is playing a role in the wider business objectives of these banks. This study sought to establish the effects of flextime work arrangement on employee performance in Nairobi central business district commercial banks where this arrangement is popular given the demanding nature of the banks in this area. This research adapted a descriptive design, specifically the survey kind. The target population was all the 1074 Nairobi CBD commercial banks employees where proportionate stratified sampling method was used to get a sample of 291 respondents from different strata (management, supervisory, clerical and secretarial as well as the support staff). These were issued with questionnaires which served as the research tool. Descriptive statistics was used to summarize the data via SPSS and further analysis was done by inferential statistics where correlation analysis was employed in finding the relationship between the variables. The findings revealed that Flextime work arrangement is positively related to employee performance at $r=.344$ $p<.005$.

Keywords: Flextime, Employee performance, Motivation, Productivity, Strategy, Work-Life Balance Initiatives.

1. INTRODUCTION

Flextime work arrangement is part of the many types of flexible working approaches being used by organizations globally. In Kenya, particularly in the banking sector, this work arrangement is very common (Mukururi & Ngari, 2014). This is in response to the various challenges faced by the employees working in the very demanding banking sector that rise from work pressure, fatigue, and work/family role conflicts. As banks put this arrangement in place, concerns are rising regarding how this practice contributes to the wider business targets of these banks. This is the basis of this study as it seeks to find out the effects of flextime work arrangement on employee performance. This research adapted a descriptive design, specifically the survey kind. The target population was all the 1074 Nairobi CBD commercial banks employees where proportionate stratified sampling method was used to get a sample of 291 respondents from different strata (management, supervisory, clerical and secretarial as well as the support staff). These were issued with questionnaires which served as the research tool. Descriptive statistics was used to summarize the data via SPSS and further analysis was done by inferential statistics where correlation analysis was employed in finding the relationship between the variables. The findings revealed that Flextime work arrangement is positively related to employee performance at $r=.344$ $p<.005$. It was therefore concluded that flextime work arrangement affects employee performance positively in commercial banks.

2. BODY OF THE ARTICLE

Background:

Many an organizations are adapting to a variety of changes in order to remain competitive in their various markets lest they be deemed irrelevant (Beauregard & Henry, 2009). As these businesses continue to rapidly adapt to the changing business conditions, smart organizations are keenly seeking to reduce costs they incur in terms of workspace so as to avoid the ever rising expenses as they expand and thus are turning into more flexible conditions of work. There are a myriad of benefits that come with flexibility in working as there are the types of flexible working arrangements. These, range from savings that come as a result of real estate savings, lighting and heating savings, and improvement in employee motivation to employee retention and productivity (Regus, 2011). Flexible working is also in line with sustainable development as reports show that each employee in the service industry generates an average equivalent of two tons of greenhouse emissions annually, Regus further observes. Furthermore, not many businesses would like to pay for energy consumed in unused space in their workplaces.

Flexible working arrangements generally refers to a practice in organizations where employees are able to choose when they work and where they work from so long as they fulfill their working obligations in doing so (Grzywacz, Carlson, & Shulkin, 2008). According to Giannikis and Mihail, (2011), flexible working arrangements (FWA) are among the many Work-Life Balance (WLB) initiatives being advanced by many organizations as they seek to enable their employees reconcile their work life and family responsibilities. Work-Life Balance initiatives can also be referred to as family-friendly workplace practices, Giannikis and Mihail further note. This is because these arrangements allow workers to adjust their working schedules to their family engagements like taking children to school, childcare and even taking care of the aging in society. According to (OECD, 2010), apart from flexible working arrangements, other family-friendly practices include extra-statutory leaves, employer provided childcare and elderly care supports.

In Kenya, flexible working is starting to get embraced (Muli, Muathe & Muchiri, 2014, Oloitiptip & Gachunga, Mukururi & Ngari, 2014). This is especially due to the fact that the country seeks to advance economically by embracing a 24-hour system of service. Furthermore, the ever changing demographics in the labour market is another element pushing organizations to embrace flexibility as they make efforts to arrest any top talent outside there despite the barriers that may limit these skilled individuals from working in a fixed way (Mukururi & Ngari, 2014). The nature of work available sometimes also calls for more flexible work arrangements than fixed working (Muli, Muathe, & Muchiri, 2014). This include many projects that are being initiated by the government and other non-governmental organizations as they both work towards Vision 2030.

Statement of the problem:

The productivity of any organization depends on the performance of its employees (Armstrong,2006). There are a variety of factors that influence the performance of employees in an organization and these can either increase it or decline it. Armstrong (2006) further observes that employee satisfaction is likely to increase one's performance as one will always exert himself or herself to a task that they feel they are capable of and in an environment that is conducive. On the other hand, factors such as work pressure, fatigue and high stress levels are likely to limit performance in organizations (McNall, Masuda, & Nicklin, 2010). This is because an employee can hardly perform their stipulated tasks effectively and neither can they do them efficiently if they are pressured or fatigued. On top of this, conflicts that arise from the roles in the two domains (work and family) may weigh down on employees. Additionally, creativity and innovation which is of major importance in human resources can not be exhibited in these kind of conditions (Armstrong, 2006). Due to this many organizations have been forced to identify work life balances that will counter this. Flexible work arrangements is the most consistent WLB initiative being employed (Hildebrandt, 2006). Among these work arrangements, flextime has been one of the most employed programme (Muli, Muathe, & Muchiri, 2014). The banking sector, especially the commercial banks have seen the use of flextime being introduced in recent times.

The banking industry is among the most demanding places one can work. In Kenya, the banking sector has undergone drastic changes (Muli, Muathe & Muchiri, 2014). Muli, Muathe and Muchri further assert that many commercial banks are cropping up or older ones opening up new branches in order to meet the high demand of clients that is a result of a more financially enlightened population in an economy that is seeing gradual progress To remain competetive in an

industry where there is stiff competition among the commercial banks and from other financial institutions the onus is on the employees to improve their performance (Adeyele, 2011). Due to the nature of the banking sector, in the past the industry has seen high stress levels among employees, work pressure and even work/family conflicts that as a result has led to low productivity and even high turnover levels (Kamau, Muleke, Mukaya, & Wagoki, 2013). To counter this, banks have adopted work life balance initiatives. Among these is the flexible work arrangements where in particular flexitime work arrangement has been majorly employed. This work arrangement comes with its benefits and challenges which means it could have varied effects on employee performance. Although there have been researches on the wider work life balance initiatives no research has solely linked the various work arrangements, leave alone flexitime work arrangement to employee performance across all the commercial banks in Kenya. This is in contrast to cases like in the Gaza strip where a study by Al-Rajudi (2012) showed a link between flexitime among other flexible arrangements and employee productivity. Muli, Muathe and Muchiri (2014) carried out a similar research but theirs focused on the wider work-life initiatives with Kamau, Muleke, Mukaya and Wakoki limiting their study to Ecobank Kenya alone. Additionally, there are concerns exhibited by previous studies that some organizations might be reluctant to fully embrace flexitime as the practice is deemed to only benefit the employees and not the organizations (Wang & Walumbwa, 2007). There is therefore need to find out whether flexitime has any effect that has a bearing on the employer. This plus the fact that no research has solely focused on flexitime work arrangement on employee performance across the commercial banking sector in Kenya is the basis of this study. The objective of the study was therefore to find out the effects of flexitime work arrangement on employee performance in Nairobi Central Business District commercial banks.

Theoretical Review:

Flexible working has been recognized as one of the most prominent aspects of work/family life balance. This research has narrowed down on flexitime work arrangement as it is one of the most popular way of flexible working in the commercial banks of Kenya as these institutions seek new strategies of motivating their staff in order to enhance employee performance (Mukururi & Ngari, 2014). For this reason, this research study can be associated with two theories that seek to explain the balance between activities that concern employees' families and their work. These are the work/family border theory and the spillover theory.

Work/Family Border Theory:

The work/family border theory was propounded by Clark (2000). The theory tries to explain how people manage to draw negotiation between their life within their families and responsibilities at the workplace and the boundaries between these spheres as they try to strike a balance. The crucial aspect of this theory is the idea that 'work' and 'family' make up distinct domains or spheres which however have a bearing on each other. Clarke (2000) further notes that this is so due to the fact that there are generally different cultures both at family level and work level which thus means an individual has to transition between these two cultures on a daily basis. Whereas the transition could be slight in cases where acceptable behavior in both case is more or less similar, there are cases where there is massive contrast between the two spheres of an employee's life (Othman, 2009). This could be due to the fact that individuals are motivated by different things in both spheres like income and accomplishment at work and close relationships and happiness in family (Clark, 2000). For this reason, between work and home, there exists borders which might be temporal, physical or psychological. Clark (2000) observes that these borders might be temporal given the differences in time an individual crosses to another domain or physical as elaborated by the walls of a workplace or home. Additionally, a border can be psychological in terms of the difference in thoughts, behavior patterns or emotions one has when in a given domain (Othman, 2000).

In explaining this theory, Clark (2000) comes up with a number of concepts that are very key. Domains for instance refer to 'work' and 'home' which are more of two different worlds with distinct rules, thoughts, patterns and behaviors. Desrochers and Sergent (2006) points out that the two domains became different with the industrial revolution and this has been enhanced by different factors like the increase in divorce rates that has resulted to many single parents, increase in women in employment, a lot more expectation of what a father is supposed to be in society among other things. Individuals thus have to find a way of striking a balance between these two domains in order to avoid conflicts that might be caused by the demands of both sides.

Border crossers and border keepers are other concepts in this theory. Individuals or employees who frequent both domains are called border crossers (Clark, 2000). According to Desrochers, Hilton, and Larwood (2005) border crossers

are integral in both domains and while some believe that they easily make decisions regarding how they operate in the two domains, Clark (2000) argues that this is not always the case. Border keepers on the other hand are crucial members in determining the borders and they include such people like spouses and supervisors who though might or not be conversant with the other domain, may have different opinions regarding the demands of the other domain (Hill, Miller, & Weiner, 1998).

This theory tries to explore how people manage to negotiate both the work and family concerns and the link these two spheres in order to achieve an equilibrium (Clark, 2000). According to Clark, the theory rises from the thinking that work and family are distinct realms which influence each other. Desrochers and Sargent (2006) observe that the cultures and purposes of the two domains are different although the extent of the difference varies from individual to individual. Due to this reason, Clark (2000) asserts that people are border crossers who happen to make transitions between the two different domains on a daily basis having doctored and tailored their attention and their objectives as well as their interpersonal approaches on how to counter the demand of all these two domains. Clark (2000) additionally observe that despite the fact that many facets of family and work spheres are not easy to alter, it is possible for employees to find ways to bridge the gaps between them and strike a favourable balance to ensure that neither of the two domains are compromised. Balance in this case refers to the satisfactory functioning of both home and work with minimal conflict. Flexible work arrangements presents one of the approaches that can be used to strike this balance.

Spillover Theory:

Spillover theory states that general behavior, emotions, attitudes as well as stress can be carried over from a life domain to another (Wilensky, 1960). This therefore means that in cases of an adult who is working, the emotions, behaviors, attitudes and emotions can easily be carried from work to their family and vice-versa. Though much has been discussed about spillover in a negative sense, researches have shown that there can be positive spillover (Greenhaus, Collins, & Shaw, 2003). In trying to find out solutions for work-family conflict, it is essential that spillover from both these domains is analyzed and if possible, managed. Negative spillover can be illustrated with the type of conflicts it results into. According to Haar and Bardoel (2000) work-life conflict can be typified into three categories, time based, strain based and behavior based conflict. All these conflicts generally sum up the problems that employees undergo as they try to negotiate between work and family. Strain conflict can for instance be exhibited by the divisions caused as one exhibits different behavior within each domain or role. On the other hand, failure to adequately find time to attend to roles in both one's family and at work elaborates time conflict. According to Grzywacz (2000) negative spillover is bi-directional which means that there can be interference between roles from both work and family. This is illustrated by Haar and Bardoei who asserts that arriving late at home as a result of work commitments and being distracted when taking care of a sick child shows how spillover can negatively affect the roles in the different spheres of an adult's life.

Whereas work and life roles can not always be interdependent, it is also true that spillover between roles can not always been negative. Greenhaus and Powell (2006) for instance have tried to balance the negative spillover with enrichment perspectives in both the roles in the family and at work. To describe positive spillover, Haas and Bardoel (2000) observe that terms like enhancement and facilitation have been offered. To elaborate this, Greenhaus and Powell (2006) state that the positive spillover can occur in both work and family. According to Hanson, Hammer and Colton (2006,) positive spillover refers to "the transfer of positively valenced effect, skills, behaviors, and values from the originating domain to the receiving domain" (p. 251). This therefore means that attitudes gained from the different roles can positively enhance the roles in another domain.

Conceptual Framework:

This conceptual framework hypothesize that there exists a link between flexible work arrangements and individual performance. Oloitiptip and Gachunga (2014) opine that a conceptual framework can be likened to a design that identifies a sequence of coherent stages or variables and interfaces which fill the gap from the beginning to the end of the research process. Kothari (2008) states that the independent variable is that variable that can undergo manipulation or be changed while the dependent variable is the discerned outcome of the independent variable undergoing manipulation. This therefore ensures interaction between these variables (dependent and independent) that guarantees the process of performance is comprehensive and successful. This can be summed up by in Fig 1 below.

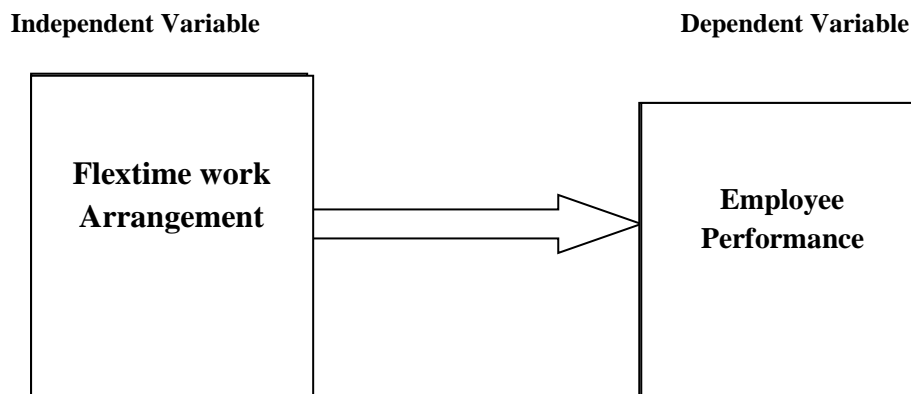


Fig 1: Conceptual Framework

Despite many organizations making use of FWAs, there has not been enough evidence connecting it with performance in organizations that employ this policy. FWAs is among a variety of WLB policies which in according to Wang and Walumbwa (2007) there has not been enough evidence linking it to performance. Flexitime work arrangement is arguably the most prominent work arrangement being employed in Kenya commercial banks, yet with its benefits and challenges, its effects on employee performance has not been ascertained. In order to gauge performance of an employee, a variety of features can be analyzed. These include direct variables such like effectiveness in work, efficiency in work, employee teamwork and employee creativity. The independent variable in this study is flexitime work arrangement while the dependent variable is employee performance.

Flexitime Work Arrangement:

This refers to a work schedule whereby worker's workdays are built around mid-day hours when all the important or required employees are present (Al-Rajudi, 2012). It usually refers to scheduling programme for full-time employees which allows these workers to choose their starting and finishing times daily, provided the tasks that are supposed to be done are completed in those number of stipulated hours (Nabe-Nielsen, Garde, Austb, & Diderichsen, 2012). Hildebrandt, (2006) observes that most common flexitime practice normally outlines the time when a workday starts and ends to enable all the flexitime employees choose the times they will be working within those work limits. However, many companies that offer this arrangement will ensure that all employees are available during some core hours during the day but will give them permission to choose their work schedules in either sides of the core hours. Although flexitime is part of policies offered by the HR as a benefit package to help employees, the schedule does not alter the total number of hours one is required to be at the workplace (Al-Rajudi, 2012).

There are a variety of benefits that come with flexitime type of working arrangement. According to Duncan and Pettigrew (2012) through these arrangements, organizations are enabled to extend their operating hours at the workplaces without having to increase or spend more on salary costs. This further illustrates the fact observed by Russell, O'Connell, and McGinn (2001) that FWAs not only benefit the employees but the employers too. Flexitime Work arrangement also helps save time as less time is wasted due to disruptions that are caused by the arrival and settling down of workers at the same time early in the day. Pérez, et al. (2012) opine that if workers arrive at different times, the settling in might actually be less disruptive. Furthermore, Flexitime enables the employees to meet personal responsibilities. This is actually important as these personal responsibilities include having to take young children to school or for employees who need to attend evening classes to expand their knowledge in different fields (Acas, 2013). Moreover, Al-Rajudi (2012) asserts that flexitime arrangement goes a long way in enhancing employee retention as well as reducing the rate of absenteeism and tardiness in an organization.

Flexitime work arrangement however comes with its share of challenges too. For instance Grzywacz, Carlson, and Shulkin (2008) are of the idea that although it enables organizations to extend working hours, setting up and maintaining a time-keeping systems will always come up with additional costs which might not necessarily be associated with remuneration. This may include power and water costs that are incurred during the extended working hours (Allard, Haas, & Hwang, 2007). On top of this, managers are likely to be burdened more with this kind of arrangements especially in regard to communication, supervision and dealing with scheduling of employee's working time (Towers-Perrin, 2001). In

fact, this is one of the reasons that make some managers not to embrace this kind of work arrangement (Sweet, Pitt-Catsouphes, & Besen, 2014). Furthermore, even the employees themselves might also meet this flextime with resistance especially if a certain kind of freedom and tolerance accompanies the already existing system (Podnar & Golob, 2010). On top of this, although flextime has been known to reduce the frequency of workplace conflicts, resentment might arise if the nature of work does not allow other employees to practice this arrangement for the need of business continuity especially with the customer service staff (Al-Rajudi, 2012).

Employee Performance:

Employee performance generally refers to how a worker behaves towards his/her job. There are a variety of criteria used to determine how an individual behaves towards their work which vary from task to task. Although these criteria contain much more than an employee carries out the tasks contained in their work, employees are generally gauged on how well they perform these tasks when compared with stipulated standards which are determined by the employer (The American Productivity and Quality Centre, 2004). For any organization to achieve its objectives, there must be standards that are set to act as a guideline on how the various actors in an organization must behave. The behaviour of an employee in relation to a given task is established through performance evaluation. Employee's performance evaluation is a comprehensive analysis of a worker's performance, by observing their work during a certain period of time and examining all the objective manuscripts or documents relevant to how they have performed, so as to establish the extent at which these workers achieve the stipulated goals (USAID, 2009). Generally, employees are evaluated against these standards so that the employer can establish whether the organization is on the right track.

3. RESEARCH METHODOLOGY

This research adapted a descriptive design, specifically the survey kind. A descriptive research is concerned with describing situations without necessarily indicating or making accurate predictions or determining a cause and effect (Cooper & Schindler, 2006). The target population consisted 1074 employees of commercial banks within Nairobi CBD area which are made up of the management cadre, supervisory, clerical and secretarial as well as the support staff. The sample size was 291 where questionnaires were issued to measure the effects of flextime work arrangement on employee performance. The questionnaire used for the study was based on the study by Iveta (2012) on human resources key performance indicators as well as the study of WCPS (2011) on measuring employee performance. Additionally, an in-depth analysis of Al-Rajudi (2012) flexible work arrangement was key in developing the questionnaire used in the study. Quantitative data was sourced from the questionnaires that consisted closed ended questions. Descriptive analysis was employed in summarizing the data from the closed ended questions in the questionnaire. According to Sekaran and Bougie (2009), use of descriptive statistics is appropriate in summarising data in regard to demographic characteristics by obtaining percentages, mean, standard deviation on the degree of agreement or disagreement to research questions. Inferential statistics was employed for further analysis where linear correlation was used to test the strength of the relationship between variables. This approach is suggested by (Muthen & Muthen, 2007).

Data Analysis And Presentation:

The findings and presentation of this study was done use of descriptive and inferential statistics. From the 291 questionnaires distributed, 169 complete questionnaires were returned, translating to a 58.08% response rate. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for both analysis and reporting. Based on this assertion, the response rate in this study was more than sufficient.

Reliability and Analysis:

In order to determine the reliability of the research instrument in this study, a pilot study was carried out. The study was carried out in the Nairobi CBD commercial banks where 10 respondents were picked from branches of banks that were later excluded in the actual study. To estimate the internal consistency reliability, Cronbach's alpha was employed by determining how items in the instrument relate to each other in the entirety of the instrument. According to Sekaran and Bougie (2009), a Cronbach's alpha of 0.7 is sufficient in confirming if variables are reliable. On the other hand however, Field (2009) is of the view that 0.5 or greater in Cronbach's alpha value is indication enough of reliability of the research

instrument. Flexitime had a reliability of (.805) while employee performance had a reliability of (.730) while the overall reliability was (.843). this is a good indication of reliability in regard to the research instrument.

4. RESULTS

Results, Findings and Discussions on Flexitime Work Arrangement:

The researcher gave employees nine statements to examine their organization’s programmes on flexitime programme. On the statement whether the bank has flexitime programme, 3(2%) disagreed, 26(15%) were neutral while 140(83%) agreed. On the statement as to whether their jobs allowed for changing work hours, 2(1%) disagreed, 50(30%) were neutral, while 117(79%) agreed. This is in line with the observations of Nabe-Nielsen, Garde, Austb and Diderichsen (2012) who observes that the arrangements allows for workers to choose their starting and finishing times daily, provided the tasks that are supposed to be done are completed in those number of stipulated hours. On the statement as to whether flexitime allows for late sign-ins, 4(2%) disagreed, 35(20%) were neutral while 141(83%) agreed. This is parallel to the findings of Acas (2013) that employees that the arrangement allows employees to respond to other responsibilities if need arises before or after work. While the statement that flexitime improves worker’s duty attendance, 14(8%) disagreed, 29(17%) were neutral while 126(74%) agreed. These responses confirm the claims of Pérez, et al. (2012) who opine that due to the fact that flexitime allows employees to attend to their duties at specific times when they are comfortable, the arrangement reduces absenteeism in an organization.

On average 9(6%) disagreed, 35(20%) were neutral while 126(74%) agreed. These results indicated that the bank has a fully functional flexitime programme. These assertions are in line with the assertions of Pérez, et al (2012) who say that flexitime can be beneficial to an organization in terms of reduction of time wastage hence positively influencing employee performance.

Results and Findings on Flexitime Work Arrangement:

Statement	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
1. Bank has flexitime arrangement	0	0	3	2	26	15	108	64	32	19
2. Jobs allows to change working hours	0	0	2	1	50	30	90	53	27	16
3. Flexitime has off duty	1	1	38	22	38	22	85	50	43	25
4. Flexitime coordinated & supervised	0	0	5	3	46	27	73	43	45	27
5. Flexitime allows early work completion	5	3	1	6	36	21	67	40	51	30
6. Flexitime reduced settling-in time wastage	0	0	8	5	26	15	70	41	65	38
7. Flexitime allows covering colleagues	1	6	6	4	38	22	62	37	62	37
8. Flexitime allows late sign-ins	0	0	4	2	24	14	54	32	87	51
9. Flexitime improves duty attendance	0	0	14	8	29	17	48	28	78	46
Total	7	10	81	53	313	183	657	388	490	289
Average	1	1	9	5	35	20	73	43	52	32

Results, Findings and Discussion on Employee performance:

The researcher gave employees nine statements to examine whether the use of flexitime work arrangement by banks had an influence on employee performance. On the statement employees are able to serve more clients as a result of the arrangement, 7(4%) disagreed, 22(13%) were neutral while 140(83%) agreed. The finding agrees with the observations of Brummelhuis, Haarb, and Lippe (2010) who observe that flexitime allows for ways of efficiently serving customers hence increasing the number of those served by the end of the day due to more fresh, sharper, calmer and motivated employees. On the statement as to whether employee absenteeism reduced, 4(2%) disagreed, 25(15%) were neutral, while 140(83%) agreed. This goes further to confirm the findings of McNall, Masuda and Nicklin (2010) who state that flexible work arrangements help reduce fatigue among and pressure among employees hence reducing the rate of those asking for sick leaves or just failing to turn up for work. Additionally, Perez, et al (2012) note that the fact that employees have control on when to clock in and out of work makes them attend to work at the time most convenient to them hence reduce on absenteeism and tardiness. On the statement as to whether employees are able to achieve set target, 10(6%) disagreed, 37(22%) were neutral while 122(72%) agreed. While on the statement that employees are able to complete work as scheduled, 6(5%) disagreed, 33(19%) were neutral while 128(76%) agreed. These findings confirm the assertions of Lee,

McCann, and Messenger (2007) who assert that through flexible work arrangements, employees are able to manage their workload better and hence efficiently and effectively complete their tasks.

On average 10(5%) disagreed, 38(22%) were neutral while 120(71%) agreed. These results indicated that the use of flextime work programme had a high influence on employee performance at banks as 76% agreed to the statements used to measure employee performance.

Results and Findings Employee Performance:

Statement	SD		D		N		A		SA	
	F	%	F	%	F	%	F	%	F	%
1. Employee able to serve more clients	2	1	5	3	22	13	84	50	56	33
2. Employee absenteeism reduced	0	0	4	2	25	15	91	54	49	29
3. Employee improved creativity	2	1	11	6	46	27	65	38	45	27
4. Employee work commitment enhanced	2	1	18	11	62	37	54	32	33	19
5. Employee improved teamwork	0	0	7	4	41	24	69	41	52	31
6. Employee improved customer service level	0	0	13	8	38	22	60	35	58	34
7. Employee improved workload management	0	0	11	6	36	21	73	44	48	28
8. Employee able to attain set targets	0	0	10	6	37	22	73	43	49	29
9. Employee able to complete schedule tasks	2	1	6	4	33	19	54	32	74	44
Total	8	4	85	50	340	200	623	369	464	274
Average	1	0	9	5	38	22	69	41	51	30

Correlation Analysis:

Correlation analysis was performed to identify the level of relationship between the independent variables (flextime work arrangement) and the dependent variable (employee performance). The results indicate that the independent variable had a positive relation to the dependent variable. Flextime work arrangement therefore is positively related to employee performance at $r=.344, p<.005$. The table below shows the results there from.

		FLEXTIME ARRANGEMENT	EMPLOYEE PERFORMANCE
FLEXTIME	Pearson Correlation	1	.344**
	Sig. (2-tailed)		.000
	N	169	169
EMPLOYEE PERFORMANCE	Pearson Correlation	.344**	1
	Sig. (2-tailed)	.000	
	N	169	169

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

5. CONCLUSIONS

From the findings, the study exhibits the availability of flextime work arrangement across Nairobi central business district commercial banks. Additionally, the study shows that the functionality and manageability of this programme in the various commercial banks studied. In line with these findings, the study concludes that the various banks have put policies in place to ensure the smooth running of this arrangement. Additionally, these findings show that flextime is supported by all employees in both the management cadre, supervisory level, clerical and secretarial level and the support staff.

From the findings, the study shows that flextime work arrangement influences employee performance in Nairobi central business district commercial banks. In line with these findings, the study concludes that flextime work arrangement affects employee performance in commercial banks. It can be therefore concluded that flextime also benefits the employer (the banks) as it does the various employees especially in balancing their work and family roles.

Basing on the findings of this study, the study recommends that there is a need for banks to improve the use of flextime work arrangement among their WLB policies as the enhancement of this schedule has been found to positively affect employee performance in commercial banks based within Nairobi central business district.

This study was carried out in the banking sector. The study recommends that other sectors adopt flextime work arrangement as the study has shown that its application enhances performance among employees. Since the banking sector falls under the private sector, industries in the public sector should also adopt the same for similar results.

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