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Mwasaru, Natasha
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**THE INFLUENCE OF FLEXIBLE WORK ARRANGEMENTS ON
ORGANIZATIONAL PERFORMANCE: A CASE OF MULTINATIONAL
CORPORATIONS IN KENYA**



**DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTERS IN COMMERCE DEGREE
AT STRATHMORE BUSINESS SCHOOL, STRATHMORE UNIVERSITY, KENYA**

MAY 2023

DECLARATION

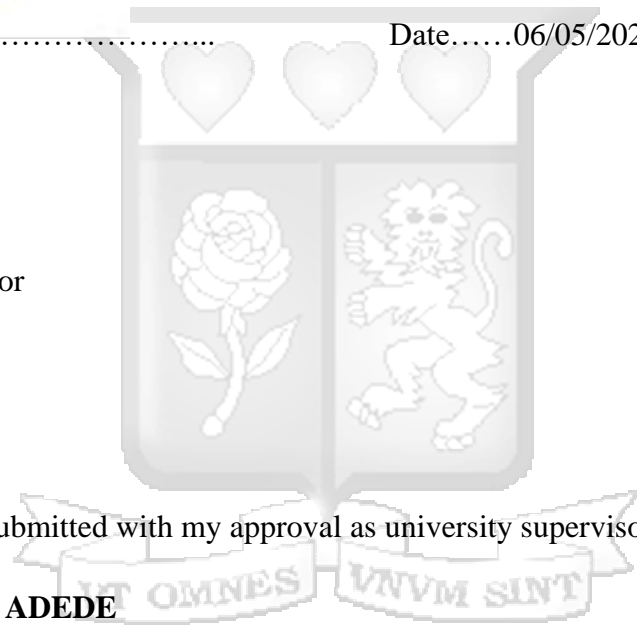
I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference was made.

Name: NATASHA MWASARU

STUDENT NO.: 57398

Signature.......... Date.....06/05/2023.....

Approval by Supervisor



This thesis has been submitted with my approval as university supervisor.

Name: DR. OLGHA ADEDE

Lecturer, Strathmore Business School



Signature..... Date.....06/05/2023.....

DEDICATION

I dedicate this thesis to my wonderful family who has been highly supportive during this journey. To my wonderful husband, John Mbugua Karanja who has acted as a soundboard and had to stay up on countless nights to assist in proofreading

To my daughters, Ashley Wanjiku and Denise Kambe, to show them that there are no limits to what a woman can achieve.

Lastly, to my dearest father, Dr. Paul Mwasaru Mwazumbo, who ensured I had access only to the best education and has been a thoughtful advisor and a great role model in my life.



ACKNOWLEDGEMENT

I would like to convey my profound gratitude to God for providing me with the energy, will, resources and guidance throughout this study.

I wish to express sincere gratitude to my supervisor Dr. Olgha Auma Adede for the guidance she has given me throughout this period. This thesis could not have been completed on time without her help and support.

Finally, I wish to thank my family, friends and colleagues for their assistance, criticisms, useful suggestions, encouragement, patience and prayers towards this research paper.



ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
EU	European Union
FWA	Flexible work arrangements
HRM	Human resource management
ICT	Information and Communication Technology
ILO	International Labour Organization
MBB	Messerschmitt-Bölkow-Blohm
MNC	Multinational Corporation
OECD	Organization of Economic Co-operation and Development
SPSS	Statistical Package for Social Sciences

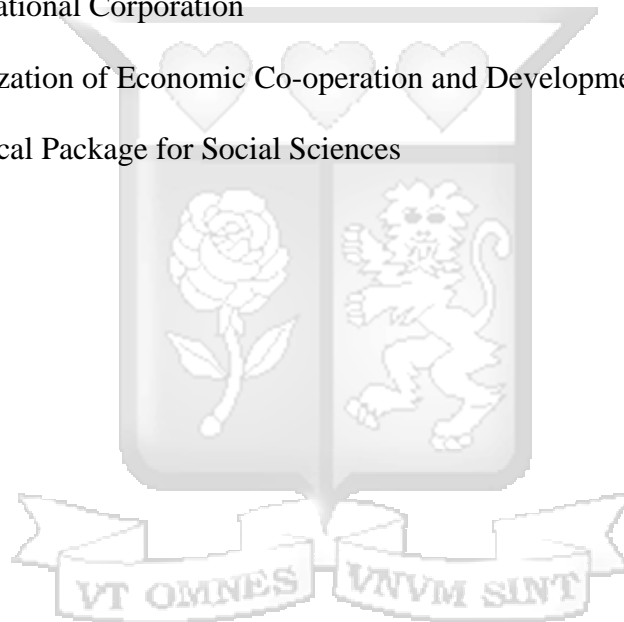


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ABSTRACT

In the current global work environment, there is intense competition for talented employees and for market share based on advanced technology, higher product quality and lower prices in order to realize strategic advantage and organizational performance. A flexible working environment provides employees with a balance between their personal and professional lives, resulting in job satisfaction and better performance and an overall development of the organization in its entirety. Flexible work arrangements (FWA) can be defined in terms of flexibility in number of hours worked, flexibility in location and flexibility in work programming. This study conceptualized flexible work arrangements as flexible working hours, flexible working scheduling and remote working. While research has been conducted correlating FWA to organizational performance, study approaches, concepts and contexts adopted vary. This study thus attempted to fill this gap by investigating the influence of flexible work arrangements on organizational performance of multinational corporations in Kenya. The study pegged its variables on two key theories; underpinning flexible work arrangements, this study used the self-determination theory and underpinning organizational performance, the resource-based view. This study was based on positivism research philosophy and utilized descriptive cross-sectional survey design. The study population consisted of the 226 MNCs in Nairobi and purposive sampling was used to determine the respondents in 143 MNCs, who were managers in charge of either Human Resource Management or Finance. A structured closed-ended questionnaire was used for data collection. The data was analysed in SPSS and then analysed using descriptive and inferential statistics. Results were presented in form of graphs and tables. The results of this study established that flexible working hours and flexible work schedules do not have an influence on the performance of MNCs in Kenya but remote working has a weak influence on organizational performance. The findings of this study are expected to guide key stakeholders such as labour organizations and government agencies to formulate and implement labour policies regarding FWA practices that guide and support employees' ability to work from any location of their choosing. The leadership of corporations, guided by the findings of this study, will be able to identify employees' flexible work arrangement practices needs, create practical solutions, and implement these practices to be able to achieve corporate goals and objectives. The study results add onto the existing literature on the relationship between remote working and organizational performance and contribute to the theories of resource-based view and self-determination. The study was limited to MNCs in Nairobi Kenya, while the response rate was hampered by the electioneering period of 2022 and restrictions of Covid-19 at that time.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Human Resource Management (HRM) is widely considered as a possible foundation of competitive edge whose systems can promote organizational performance and especially in increasingly highly competitive markets (Sabuhari & Irawanto, 2020). There is a growing need to redesign human resource management considering modern-day work challenges since the labour market is regularly changing (Klindžić & Marić, 2019). Firms are beginning to implement HRM procedures that encourage more flexible work in response to the volatile environment with improved flexibility within an organization, and these procedures that tend to enhance individual employee and corporate performance owing to unconventional types of work programs are referred to as flexible work arrangements (FWAs) (Davidescu et al., 2020).

A flexible working environment provides employees with an equilibrium between their personal and professional lives, bringing about job satisfaction and better performance and an overall development of the organization in its entirety (Shagvaliyeva & Yazdanifard, 2014). Employees are generally able to continue their work from any location they desire, so long as they have an internet connectivity; owing to the digital developments and better technology (Austin-Egole et al, 2020). This balance is important for improving staff satisfaction and consequently an improvement in employee performance. The existence of, and appropriate implementation of work flexibility are useful for staff satisfaction and present a good reputation concerning that organization. The good reputation of an organization linked with employee retention has facilitated the attraction of other potential candidates due to the flexible working arrangement context (Bhusan & Sar, 2020).

Flexible work arrangements, such as telecommuting, flexible scheduling, and part-time work, can be attractive to multinational corporations for a number of reasons. First, offering flexible work options can help a company attract and retain top talent, especially in a competitive job market. Flexible work arrangements can also help a multinational company reduce its overhead costs, such as office space and utilities, and can improve employee morale and productivity. In addition, flexible work arrangements can help a company stay competitive in global markets by allowing it to tap into a larger pool of potential employees and to respond to changes in market conditions more quickly (Klindžić & Marić, 2019).

For many employees today both male and female lives are becoming more consumed with a host of family and other personal responsibilities and interests in addition to demands of the workplace (Grantol-Vallore & Donaldson, 2001). There is therefore a perceived imbalance between the demands of current lives and people's abilities to adequately cope with them and this may lead to an experience of stress (World of Work Report, 2011). In a society filled with conflicting responsibilities and commitments, flexible work arrangement has become a predominant issue in the workplace.

While there are studies that have examined the impacts of flexible working arrangements on team performance (Shah et al., 2020); effects of FWAs on employee job performance and retention in manufacturing industries (Idowu, 2020); impacts on employees' exhaustion, work-nonwork conflict and job performance (Kattenbach et al., 2010); role of types of flexible work options on organizational performance of listed companies (Mwangi, Theuri & Sang, 2018); and effects of FWAs on productivity in Africa (Ochieng & Kamau, 2021), there are very limited studies on the effects of flexible working arrangements on organizational performance. Scholars and academicians differ on what constitute organizational performance (Ford and Schellenberg, 1982). This study adopted the balanced scorecard performance measurement system by Kaplan and Norton (1992) which incorporates financial, customer/market, internal business processes and long-term learning and development factors to measure organizational performance. This study was grounded on the resource-based view (RBV) theory since its view regards a firm's employees as one of its key resources. Proponents of the RBV (Penrose, 2009; Wernerfelt, 1984) contend that it is the way in which all resources, including human resources, are exploited that gives a company its uniqueness and sustainable competitive advantage. By shifting focus toward the capabilities, internal resources, and competencies of the company such as learning, knowledge, and dynamic capabilities, the resource-based view has enabled strategists with opportunities and challenges regarding the management of people (Gerhart & Feng, 2021). Well-managed people will influence the general performance of the organization (Wright et al, 2001).

Therefore, this study fulfilled the need for additional study on the effects of FWAs on organizational performance.

1.1.1 Flexible Work Arrangements

Flexible work arrangements (FWAs) are schedules conceived by corporations to enable their workers have more timetabling independence to enable them to accomplish the responsibilities

required of their roles, while at the same time achieving enhanced flexibility for the companies, improved work-life balance, and better organizational performance (Klindžić & Marić, 2019). Similarly, FWA can be described as a job environment and programs that are not dependent on the typical constraints of conventional work (Avery & Zabel, 2001). According to Rau and Hyland (2002), FWAs are carefully selected substitutes to the traditional eight-hour working day. FWA can also be illustrated with reference to flexibility regarding the place from which a member of staff is working, the period they are working and the amount of work the employee does (Chen, 2015).

First introduced in 1967, the concept of flexible work arrangement has its origins in Germany with the aerospace company Messerschmitt-Bölkow-Blohm (MBB) with the initial aim to lessen queues for clocking in and out since every employee was obliged to start and finish at the same time (Bird & Brown, 2018). The concept spread rapidly and by 1973, it was used by many firms in Germany, and by thousands of organizations across Europe (Abid & Barech, 2017). Hewlett-Packard at Boblingen Germany was the first US company to implement the flexible working hours in 1973, which permitted the staff to report to work in time or late and worked a specific number of hours per day (Abid & Barech, 2017).

A flexible work arrangement can be defined in terms of flexibility in the number of periods worked, flexibility in the work site and flexibility in work programming (Klindžić & Marić, 2019; Spreitzer et al., 2017). Flexibility in the number of hours an employee has worked involves job shares and part time work. Flexibility in work scheduling includes practices such as unconventional working schedules like compressed workweeks and flex time, and arrangements concerning shift and break timings. Flexibility in the site of work involves working away from the traditional work set-ups such as offices and factories or plants and shifting to working at a satellite location or working from home. Flexible work arrangements in terms of time period worked, flexibility in work site and flexibility in work scheduling therefore include adaptable working schedules, flexi-time, teleworking, job sharing, overtime, shift and weekend work, part-time job, fixed-term contract subcontracting, annual hours contracts, variable year employment, temporary work, choice of rosters and shifts, flexible leave arrangements, working from home and compressed working weeks (Austin-Egole et al, 2020).

Several studies have also categorized flexible work arrangements in terms of the driving factors for the implementation of flexible working arrangements in an organization (Kotey & Sharma, 2016; Lewis, 2003). There are employee-driven flexible work arrangements which permits

workers to control their balance between work and personal life, and employer driven flexible work arrangements which enables corporations to regulate employment costs in proportion to production output or to bring about a motivated and more competitive personnel (Klindžić & Marić, 2019). Employer-driven FWAs include shift work (Kerin & Aguirre, 2005), annual hours contract, fixed-term contracts (De Cuyper et al., 2011), weekend work (Stavrou, 2005), overtime (ILO, 2011), and temporary/casual work (Wandera, 2011). Employee-driven flexible working arrangements practices in contrast include job-sharing (Kotey & Sharma, 2016), compressed work week or a working week (Baltes et al., 1999), telework (Mamaghani, 2012), part-time work (Zeytinoglu et al., 2009), flexi-time (ILO, 2011), and telecommuting, also known as home-based work (Kotey & Sharma, 2016). This study conceptualized flexible working arrangements according to Klindžić and Marić (2019) that operationalizes FWA in terms of flexible working hours, flexible work scheduling, and remote working. Under flexible working hours this study measured it through flexi-time, overtime, flexi-weeks and contractual work while flexible working schedules were reviewed as adaptable working schedules, job-sharing, part-time job and shift and weekend work. Remote working was measured as teleworking, working from home, satellite offices, and mobile workers.

1.1.2 Organizational Performance

Performance remains a complex concept that is prevalent in the existing studies related to organizational performance, and it dominates a larger part of the day to day running of corporations (Kirby, 2005). Organizational performance's definition is a question subject to debate with only selected researchers using consistent definitions and systems of measurement (Shields & Shields, 1998).

Richard, Devinney, Yip and Johnson (2009) contend that organizational performance commonly incorporates three precise areas of organizational outcomes, namely, product market performance, financial performance, and shareholder return. Product market performance includes sales in terms of value and volume, and market share. Financial performance includes return on assets, return on investment, and profits. Shareholders return on the other hand include economic value added, and total shareholder return.

More specifically, Richard et al (2009) categorise organizational performance as financial market measures and accounting measures as well as mixed financial market/accounting measures. The accounting measures are the most conventional and easily obtainable methods of determining the performance of an organization (Richard et al., 2009). These measures

include earnings before interest and taxes, cash flow from operations, market share, profit margin, return on assets (ROA), net operating profits (net earnings), Return on equity (ROE), Sales, Sales growth and Return on investment (ROI). Financial market measures include Market value (or market capitalization), Earnings-per-share (EPS), Return on market-valued assets, Price-to-earnings ratio, and Stock price. Mixed financial market/accounting measures include Balanced scorecard (Kaplan and Norton, 1996), Cash flow per share, Net present value (NPV), Internal rate of return (IRR), Tobin's q , and Z-score (Altman, 1968). These measures are summarized in table 1.1.

According to Singh et al (2016), both subjective and objective measures are used in studies to measure the performance of an organization. Objective measures comprise the use of certain forms of accounting statistics, and are determined with reference to flexibility, quality, cost, delivery, and speed of introduction of a new product (Singh et al., 2016). Subjective measures on the other hand involve the observations of organizational leadership in terms of how satisfactory their company is functioning, and corporate performance is determined with reference to a compound index of level of productivity, subjective measures of service quality, product-to-market time, degree of innovation, and profitability (Rizov & Croucher, 2009).

An objective contribution of financial together with non-financial measures is essential for successful measurement of organizational performance because no particular measure can offer a concise measure of the performance of a company's crucial matters of focus (Buichi, 1994). According to the balanced scorecard, a business is assessed from four perspectives namely, the financial perspective; the customer perspective; the learning and growth perspective; and the business process perspective (Kaplan & Norton, 1996). Balanced Scorecard measures are a set of metrics used to evaluate the performance of an organization. The BSC framework, which was developed in the 1990s, provides a balanced view of an organization's performance by considering four key perspectives: financial, customer, internal business processes, and learning and growth. BSC measures help organizations track their progress towards specific goals and objectives and can be used to identify areas for improvement. Examples of BSC measures include customer satisfaction, employee engagement, process efficiency, and financial performance (Kaplan & Norton, 2005).

The financial perspective measures specify whether the corporation's strategy, enactment, and implementation are influencing the bottom-line progress. Standard financial objectives include growth, profitability, and shareholder value (Kaplan & Norton, 2005). A firm's financial objectives are perpetuity, success, and growth. Survival is determined by cash flow, success is

measured by quarterly growth in sales and divisional operating income, and prosperity is measured by return on equity and growth in market share by segment (Kaplan & Norton, 2005; Kaplan & Norton, 1996). The customer perspective is classified into cost, quality, time, and performance and service. Lead time determines the time necessary for the firm to fulfil its clients' needs and requirements (Kaplan & Norton, 1996). Quality determines the incoming products' level of defect as recognized and determined by the consumer and prompt delivery, and the accuracy of the firm's delivery forecasts. Performance and service determines how the firm's goods and services influences value creation for its consumers (Kaplan & Norton, 2005). The learning and growth perspective measures emphasizes on the corporation's capability to rapidly create and launch quality products that the firm expects will be part of the majority of its potential sales (Kaplan & Norton, 1996).

They have been progressively utilized by organizations in the recent past as a means of broadening the range of indicators of performance (Johnson, Scholes & Whittington, 2008). The balance scorecard merges both quantitative and qualitative measures, recognizes the expectations of the various stakeholders and links the measurement of performance to the selection of strategy (Pearce & Robinson, 2005).

This study used the four balanced scorecard perspectives namely financial, customer, internal business processes, and learning and growth perspectives to measure organizational performance as this metric combines tactical non-financial measures of performance with conventional financial measures to provide company management and administrators a further 'balanced' understanding of organizational performance (Kaplan & Norton, 1996).

1.1.3 Multinational Corporations in Kenya

Global trade and financing laws have enabled Multinational Corporations (MNCs) to venture out into new markets and obtain new resources in the emerging nations (Pillania, 2009). According to Langdon (1975), a multinational corporation is the organization through which advanced technology is passed on to developing countries. Corporations that are foreign owned are able to shift to territories with ample resources, especially cheap labour, with little constraints (Jensen, 2003). Multinational businesses generate significant job opportunities, investment, and tax revenues for the countries and regions they opt to operate in (Kaplinsky, 1979).

The primary reason why MNCs in Kenya have multiplied is through concentration, and not the creation of new businesses (Swaison, 1980). Kenya and particularly Nairobi tend to attract the

MNCs largely because of its geographically central location in East Africa, and a rapidly increasing pool of skilled workforce among other influences (Muthiani, 2012). The focus on quick market response, secrecy of innovation, and dynamism of products by MNCs is the reason behind their expansion into emerging markets like Kenya (Wambui, 2016).

In Kenya, MNCs have been operating in the country as early as in the colonial period and some have continued to explore and invest in the Kenyan market in an attempt to make the most of the abundant cheaper labour and vast resources in the country (Kaplinsky, 1979). There are approximately 226 foreign owned MNCs, which take up 61% of all the multinational businesses in Kenya (Muthiani, 2012). These corporations operate in a range of market segments including food and beverage, manufacturing, broadcast media, telecommunications, banking and finance, health services, pharmaceutical, agriculture, automotive, consultancy among others (Muthiani, 2012; Wambalaba, 1985). This study will focus on all the 226 MNCs within the Nairobi Metropolitan Area as this is where over 70% of the 226 MNCs in Kenya are located (Muthiani, 2012).

Flexible work arrangements among Kenyan based organizations started gaining traction owing to the recent Covid-19 pandemic when corporations started enhancing workplace protocols and policies to ensure the safety, health, and welfare of their employees (ILO, 2020). Kenyan based MNCs were caught unaware with the development of FWA, since technology had not been fully adopted in most workplaces (GoK, 2020). Since technology is a key factor in the adoption of flexible working arrangements, the enactment of FWA policy became difficult.

The proportion of companies in Kenya that are adopting flexible working arrangements is low (Ochieng & Kamau, 2021). To fully implement FWAs, it is crucial to ascertain their effects on the MNCs and the economy at large. However, the substantiation on the productivity of flexible working arrangements is inadequate (Ochieng & Kamau, 2021). There was a need for a study that will guide the industry stakeholders and policy makers in crafting systems and regulations that will benefit the employees and the employers in the long run and establish healthy working relations. The results of this study sought to guide key stakeholders such as labour organizations and government agencies to formulate and implement labour policies regarding FWA practices.

According to Yabs (2017), multinational corporations have played an important role in globalization. Countries and sometimes sub national regions must compete against one another for the establishment of MNC facilities, and the subsequent tax revenue, employment, and

economic activity. To compete, countries and regional political districts sometimes offer incentives to MNCs such as tax breaks, pledges of governmental assistance or improved infrastructure, or lax environmental and labor standards enforcement (Kirapashi, 2018). This process of becoming more attractive to foreign investment can be characterized as a race to the bottom, a push towards greater autonomy for corporate bodies, or both. Therefore, study has been done in MNCs due to their global level and ability to deploy technological infrastructure to remain connected at a global perspective without need of physical meet ups.

1.2 Statement of the Problem

Business leaders are increasingly gaining interest in flexible work arrangements due to advancements in technology and need to remain competitive in the global market (Austin-Egole et al., 2020). Flexible work arrangements have gained substantial popularity of late, particularly in the Organisation of Economic Co-operation and Development (OECD) and European Union (EU) countries (Battisti & Vallanti, 2013). Several recent studies have confirmed the increasing attractiveness of flexible work arrangements in both extremely developed and less developed countries (Eurofound, 2017; deMenezes & Kelliher, 2011; Gialis & Taylor, 2016). The growing popularity of flexible work arrangements is an aftermath of the firms' aspiration to achieve further flexibility and institutional advice from the OECD, EU, and the ILO (Klindžić & Marić, 2019). Flexible work arrangements are key in undertaking the more resourceful utilization of human resources since they offer a chance to assign workers tasks and their respective delivery time contingent on the characteristics of work that needs to be done (Klindžić & Marić, 2019).

Flexible work arrangements that are intended to support the balance between work and personal life and those that are employee-initiated can produce positive performance for the organization. The initial studies exploring the influence of flexible work arrangements were focused on their influence on the performance of individual employees (Rudolph & Baltes, 2017). Afterwards, the studies on the influence of flexible work arrangements on the performance of an individual employee extended to the balance between work and personal life, work engagement and health outcomes (Rudolph & Baltes, 2017).

Klindzic and Marić (2019) investigated the impact of flexible work arrangements on organizational performance determined by both financial and non-financial measures, at the same time as considering the company against the employee-motivated perspective of FWAs in 171 large-sized Croatian corporations. The results indicated that organizational performance

was greater among the employee-motivated practices of flexible work arrangement whereas numerous employer-motivated practices were established to be substantially, but negatively correlated to organizational performance.

Kotey and Sharma (2019) examined the direct and indirect impacts of flexible working arrangements on return on labour by studying workers and their companies in Australia. Regression models were used to measure correlations between the flexible work arrangements and return on labour. The results showed that flexible work arrangements substantially and directly enhanced return on labour while also indirectly enhancing return on labour due to decrease in employee turnover. The findings indicated that not all flexible working arrangements enhance return on labour and that the direct impacts of flexible work arrangements on return on labour originate from the effectiveness with which work is reassigned in flexible work arrangement discussions.

Bhusan and Kumar (2020) analysed the construct of workplace flexibility and by what means it influences staff and organizational performance in the retail sector in India. The study reviewed 15 data sources as references for accomplishing the study. Using a deductive approach, the study built a logical framework of the topic. The results confirmed that FWA is effective for improving organizational performance by boosting organizational productivity. This is because flexible work arrangements result in employee satisfaction whose presence is valuable for enhancing more efficient production.

In Africa, studies on FWAs and how they correlate with job satisfaction, employee performance and organizational performance have been significantly highlighted by researchers. Ochieng and Kamau (2021) examined the influence of FWAs on productivity in Africa using a desktop methodology. The findings from the research indicated that a greater amount of productivity exists for employees who work on more flexible schedules than their counterparts with standard job hours, and that corporations can profit from flexibility in specific circumstances. Austin-Egole et al., (2020) investigated whether flexible working arrangements affect performance in organizations. The research method implemented was a library study comprising analytical examination of secondary data. The research was carried out in Nigeria. The results indicated that even though it is anticipated that employer-motivated flexible work arrangements are likely to be primarily established to positively impact organizational performance so as to rationalize its intention of enhanced productivity, that is not constantly the situation. The results from research reviewed were diverse with some demonstrating their negative impacts on organizational performance and others having positive

impacts on organizational performance. Kihoro, Mungania, and Waiganjo (2016) examined the influence of FWAs on organizational performance in the banking sector in Kenya by studying 44 registered banks by the Central Bank of Kenya. A cross-sectional study was conducted in 2016 in Nairobi. The results from the regression analysis confirmed that aspects of flexible work arrangements that relate to workers, can significantly impact performance of banks in Kenya by diagnosing the flexible work arrangement practices needs of workers, and developing pragmatic solutions and enacting them to enable them to achieve organizational goals. The study concluded that consideration of flexible work arrangement aspects that pertains to employees can greatly influence organizational performance in banks in Kenya.

Many studies in Kenya and sub Saharan Africa have also established a correlation between flexible work arrangement and organizational performance. Ochieng and Kamau (2021), Bhusan and Kumar (2020 and Austin-Egole et al., (2020) among other scholars, explored the effect of strategy on performance in different contexts using various conceptualizations and methodologies resulting in conflicting findings therein, thereby leaving both conceptual and contextual gaps. Therefore, the study sought to answer the following question: What is the effect of the influence of flexible work arrangements on organizational performance of multinational corporations in Kenya?

1.3 Objective of the Study

The overall objective of this study was to ascertain the influence of flexible work arrangements on organizational performance of multinational corporations in Kenya.

1.3.1 Specific Objectives

The precise objectives of this study were:

- i. To determine the influence of flexible working hours on performance of multinational corporations in Kenya.
- ii. To ascertain the influence of remote working on performance of multinational corporations in Kenya
- iii. To establish the influence of flexible work scheduling on performance of multinational corporations in Kenya

1.4 Research Questions

The following were the research questions:

- i. What is the influence of flexible working hours on the organizational performance of multinational corporations in Kenya?
- ii. What is the influence of remote working on the organizational performance of multinational corporations in Kenya?
- iii. What is the influence of flexible work scheduling on the organizational performance of multinational corporations in Kenya?

1.5 Significance of the Study

The results of this research will be of great significance to the industry stakeholders and policy makers in crafting systems and regulations that will benefit the employees and the employers in the long run and build a healthy relationship between the business and its workers. The findings of this study will guide key stakeholders such as labour organizations and government agencies to formulate and implement labour policies regarding FWA practices that guide and support employees' ability to work from home.

The results of this study will also assist the leadership of the MNCs in Kenya to understand the role that flexible work arrangements play in the physical and mental wellbeing of their employees, their motivation and output at work and subsequently the overall productivity of the business. The leadership of corporations, guided by the results of this study, will be equipped to identify employees' flexible work arrangement practices needs, create practical solutions, and implement these practices so as to be able to accomplish corporate goals and objectives.

The study used a balanced scorecard as the measure of performance and MNCs as its target population. The results from this study will contribute to the current body of knowledge, and also guide future research on the areas that will require additional scrutiny.

1.6 Scope of the Study

The study measured flexible working arrangements in terms of hours worked, location of work and flexibility in work scheduling, whereas performance was measured using the balanced scorecard by Kaplan and Norton (1996) to measure organizational performance. The study was conducted in Kenya, specifically within the Nairobi Metropolitan Area as this is where over 70% of the 226 MNCs in Kenya are located (Muthiani, 2012). The target respondents of the

study were mid-level and top-level managers of the MNCs, since managerial level employees have pertinent information concerning organizational performance. Data was collected through structured questionnaires then regression analysis was conducted to ascertain the correlation between the variables. The study was conducted between January 2022 to August 2022.

1.7 Chapter Summary

Chapter one concentrated on the research variables by clearly articulating the various concepts relating to the variables. The research objectives, and study questions were also discussed. The statement of the problem, significance of the research and its scope are also outlined.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the empirical literature pertinent to the study. The literature will be reviewed in terms of key variables, the study objectives in terms of organizational performance and the flexible work arrangements (FWA) practices. This section also deliberates the theories on which the research is based.

2.2 Theoretical Review

This subsection deliberates the theories on which the research is grounded. There are several theories which explain the concepts of flexible work arrangements and performance. This study was based on two key theories: Self-Determination Theory which underpins flexible working arrangements and the Resource-Based View Theory which underpins organizational performance.

2.2.1 Self-Determination Theory

The theory of self-determination advanced by Ryan and Deci in 2000 proposes the matter of autonomous motivation. According to this theory, autonomous motivation is important for the productivity of workers and in turn the performance of a corporation (Gagné & Deci, 2005). Whereas individuals are usually motivated to perform by peripheral incentives such as prizes, acclaim, and money (extrinsic motivation), this theory concentrates principally on internal foundations of motivation including the need to gain independence or knowledge (intrinsic motivation) (Deci & Ryan, 2011). The theory of self-determination presumes that all people have three common and changing needs: independence, relatedness, and competence. These needs promote internalization and intrinsic motivation (Baumeister and Leary, 1995).

Voluntary motivation makes workers favour temporary contracts as a type of flexible working because it leads to improved productivity, and innovations (new ideas) which eventually brings about job satisfaction to the workers (Gagné & Deci, 2005). According to De Cuyper and De Witte (2010), self-motivation theory may be categorized into: autonomous self-motivation which involves relationships such as family and friendships; instrumental motivation which involves accomplishing precise objectives, and controlled motives such as power. Additionally, for controlled employee turnover, productivity, customers' satisfaction, and job

satisfaction, workers need to be motivated by means of matters like flexible working arrangements.

Self-determination theory allows employees to manage their own schedules. When managers give their employees autonomy over where and when they work and focus on results, rather than time spent on the work, will demonstrate that the managers trust them (Gagné & Deci, 2005). When trust is instilled in an organization's workforce, it highlights that the organization values their abilities. Whereas people are different with reference to the strengths of their needs for competence, relatedness and autonomy, self-determination theory emphasizes on the element that everyone will have such needs. Subsequently, when these needs are satisfied, the persons' intrinsic motivation to participate in the occupation is enhanced. If the work environment promotes the fulfilment of psychological needs of employees, it will encourage the intrinsic motivation of employees for their responsibilities (Ju *et al.*, 2019).

The self-determination theory (SDT) brought forth by Ryan and Deci in 2000 was used to anchor the flexible work arrangements since the theory shows the interconnection between autonomy and performance. This theory concentrates principally on internal foundations of motivation including the need to gain independence or knowledge (intrinsic motivation) (Deci & Ryan, 2011). Voluntary motivation makes workers favour temporary contracts as a type of flexible working because it leads to improved productivity, and innovations (new ideas) which eventually brings about job satisfaction to the workers (Gagné & Deci, 2005).

The main critique of self-determination theory is that regarding the significance of autonomy-supportive settings, when performance-dependent financial incentives were offered in a setting supportive of autonomy, study participants exhibited greater intrinsic motivation than their counterparts in a restricted group wherein the incentives were dependent on engagement deprived of positive reaction, therefore signifying that the setting supportive of autonomy emphasized the informational element of performance-dependent incentives (Ryan *et al.*, 1983).

The study by Preenen *et al.* (2016) carried out in over 3000 corporations in the Netherlands established that pointers of work autonomy among workers forecasted profitability of the corporation. A significantly stronger correlation existed between autonomy of employees and profitability in newer corporations in comparison to long-established companies. Overall, studies have indicated that autonomous motivation projected less turnover, work exhaustion,

burnout, and in addition to better work commitment, work satisfaction, and performance, while controlled motivation is inclined to indicate contradictory findings (Deci et al., 2017).

The independent variable for this study, flexible working arrangements, is based upon the self-determination theory since the theory shows the interconnection between autonomy and performance.

2.2.2 The Resource-Based View (RBV)

The resource-based view (RBV) was hypothesized by the Danish economist and management theorist, Birger Wernerfelt in the 1980s. The resource-based view of the firm is an economic instrument applied to establish the strategic resources accessible to an organization, and whose basic principle is that the foundation for a competitive advantage of an organization remains mainly in the utilization of the package of precious resources at the company's disposal (Wernerfelt, 1984).

The proponents of the resource-based view contend that companies should look within the firm to discover the sources of competitive advantage rather than looking at the competitive environment for the competitive advantage (Madhani, 2009). RBV exponents contend that it is significantly more practicable to make use of external opportunities by means of existing resources in a new method instead of attempting to obtain new skills for every different opportunity (Rothaermel, 2013). In the RBV model, resources are allocated the main function in facilitating businesses to accomplish better organizational performance (Wernerfelt, 1984).

Resources or assets can either be tangible or intangible. Tangible resources are touchable objects such as land, equipment, machinery, buildings, and capital (Barney, 1991). Tangible resources can effortlessly be purchased in the market and as such they give diminutive advantage to the firms in the long run since competitors can quickly acquire similar assets (Arend et al, 2010). Intangible assets are the whole lot that has no touchable presence but can nonetheless be possessed by the corporation and include trademarks, brand reputation, and intellectual property (Barney, 1991). Contrasting tangible resources, brand reputation is developed after a long period and is a thing that rival corporations cannot purchase from the marketplace. Intangible resources typically remain within a corporation and are the key source of viable competitive advantage (Arend et al, 2010).

The two essential suppositions of the resource-based view are that the firm's resources ought to be immobile and heterogeneous (Wright et al., 2001). The initial supposition is that capabilities, skills, and other resources that companies own are different from one organization

to another (Shaw et al., 2013). If companies had the exact quantity and assortment of resources, it would not be possible to utilize different strategies to outshine one another and what one organization would do, the rival could just copy and there would be no competitive advantage reached (Kraaijenbrink et al., 2010). This is the set-up of perfect competition, nonetheless, markets in real world are anything but perfectly competitive and some corporations, which are subjected to the same external and competitive forces, can implement different strategies, and out-compete each other (Assensoh-Kodua, 2019). Thus, RBV supposes that organizations accomplish competitive advantage by expanding their numerous packets of resources.

The second supposition of RBV is that resources immobile and do not shift from firm to firm, in any case in the short run (Wright et al., 2001). Owing to this immobility, corporations cannot imitate their rivals' resources and put into operation the exact strategies. Intangible resources including processes, brand equity, intellectual property, or knowledge are typically immovable (Assensoh-Kodua, 2019).

This study was grounded on the RBV theory since its view regards a firm's employees as one of its key resources. Proponents of the RBV (Penrose, 2009; Wernerfelt, 1984) contend that it is the way in which all resources, including human resources, are exploited that gives a company its uniqueness and sustainable competitive advantage. By shifting focus toward the capabilities, internal resources, and competencies of the company such as learning, knowledge, and dynamic capabilities, the resource-based view has enabled strategists with opportunities and challenges regarding the management of people (Gerhart & Feng, 2021). Well-managed people will influence the general performance of the organization (Wright et al, 2001).

2.3 Empirical Review

This section presents past studies on the influence of flexible work arrangements on organizational performance.

2.3.1 Flexible Working Hours and Organizational Performance

Legge, (1974) defines flexible working hours as an arrangement whereby the employee is granted a (limited) choice of the hours when he works as long as he contracts over an agreed period-be it a day, or a week, or a month, to work his normal number of hours. In this study, the indicators of flexible working hours have been conceptualized as flexi-time, overtime, flexi-weeks, and contractual work. Timms et al (2015) contend that flexible working hours improve productivity, job satisfaction, reduce stress level of staff, enhance quality of lives of workers, reduce absenteeism and lessen company overtime costs. Organizations that offer

flexi-time and inspire their workers psychologically help to keep the staff engaged in their work effectively and ultimately improves performance. According to Shah, Khattak, and Shah (2020), there is evidence that work engagement of staff improves by instigating flexibility in employee job hours and by empowering the employees psychologically in corporations, and due to the high engagement level of employees in their work, performance improves.

Abid and Barech (2017) argue that flexible working hours is the mutually beneficial consensus between staff and organization to improve staff productivity and greater profitability of the corporation. Higher flexibility at the workplace develops into a win-win situation for both the business and the member of staff, therefore flexible working hours improve staff productivity and enable them to do appropriate scheduling to have an equilibrium between work and personal life. It is usually the managers' responsibility to recognize the employees that tend to be more productive for choosing flexible working schedules (Litchfield & Fried, 1997).

The study by Idowu (2020) ascertained that flexible working hour arrangements enhance performance, improve staff retention, and reduce staff work stress. A proactive strategy is necessary to be implemented by corporations to enhance the arrangement between flexible working hour arrangements and other human resource policies such as recruitment, reward schemes, and performance assessment. Corporations using flexible working hours are typically both highly productive and resourceful, and organizations appear to enjoy the fringe benefits of flexible working time schedules with at best a number of their workers (Wolf & Beblo 2004).

There are studies which have established a negative correlation between flexible working hours and performance. Kattenbach et al (2010) found that the two components of time-flexibility that they examined are neither significantly related to in-role nor to extra-role performance that they report themselves. Furthermore, the peer examination does not confirm strong relationships with the time-factors. According to Bond and Galinsky (2006) however, the higher income employees are usually more likely to be offered the flexible work arrangements options than their lower income colleagues. This in turn develops into a sense of inequality at work and consequently decreases the level of motivation.

2.3.2 Remote Working and Organizational Performance

Remote working is defined as a flexible work arrangement whereby workers work in locations, remote from their central offices or production facilities, where the worker has no personal contact with co-workers there, but is able to communicate with them using technology (Di Martino & Wirth, 1990). In this study, the indicators of remote working were teleworking,

working from home (WFH), mobile workers and satellite offices. Owing to the development of information and communication technology (ICTs), workers can work remotely from anywhere without some impediment (Olson & Olson, 2000). Remote working has had only an insignificant negative influence on productivity (Afshar, 2020). Furthermore, remote working gives corporations an opportunity to stay operational in the course of tumultuous circumstances. The flexibility of remote work can be enabled by team support from the organizational top management (Chatterjee et al, 2021).

A study by Chatterjee et al (2021) underscored that if corporations implement and utilize a remote working system, they will achieve employee satisfaction, and this will influence productivity. To accomplish better remote working flexibility, a corporation's employees should have alternatives for workplace flexibility. Parungao (2020) argued that the shift towards working from home is likely to become increasingly common instead of being a temporary move, and this will lead to decrease in costs of production and growth in financial gains by employers. On the other hand, remote work has been argued that it can be damaging to the well-being of employees, their motivation, and the workers' ability to perform their duties productively (Mason, 2020). Although Mason (2020) also contends that for other employees, the gains in recovered time, output, and flexibility are positively affecting their relationships, health, and opportunities for them to do the activities that appeal to them.

According to Contreras et al (2020), for employees to succeed in remote work environments, management should regulate the organization's structure, to make them less hierarchical, and create new abilities to institute a strong and trustworthy relationship with their staff to maintain their competitiveness, while keeping hold of a sincere concern for their workers' well-being. Likewise, effective leadership should be able to establish and lead successful virtual teams to accomplish company goals (Müller & Niessen, 2019).

Atoko (2021) carried out a study on the effect of remote working on employee performance during the Coronavirus (COVID-19) pandemic. The research methodology of the study was constrained to the literature which was appraised from latest papers that were available in Google scholar from March to July 2020, on the effect of remote working on performance of employees during the Coronavirus pandemic. Results from the study disclosed that remote working has positively influenced the employees' performance during the coronavirus (COVID-19) pandemic.

2.3.3 Flexible Work Scheduling and Organizational Performance

Rau (2003) defines flexible work schedules as alternative work options enabling work to be conducted outside the temporal or spatial boundaries of a 'standard' workday. In this study flexible work schedules were categorized as job sharing, part time jobs, shift work and weekend work, and adaptable working schedules. The schedule of employees' working hours and the extent to which they can apply control over it are growingly important determining factors of employees' motivation, behaviour and effort at the workplace (Golden, 2003). Although there is a high degree of acceptance of flexible work scheduling practices by some employees, the options are out of reach to many employees in different organizations (Sweet et al., 2014). In his study, Golden (2003) asserts that flexibility is turning into an even more key tool for improving productivity; either individual, organizational, or national, also by indirectly attempting to limit several staff misbehaviours. Ochieng and Kamau (2021) similarly established that there is a higher degree of productivity for employees who do their work on more flexible schedules than their counterparts with conventional working hours thus corporations can reap from flexibility in specific circumstances. Organizations should implement and invest in ICT so that it can enable adoption of FWA policy.

Kangogo and Wanambiro (2019) studied the influence of flexible working schedules on organizational commitment of employees in hospitals in Nakuru, Kenya. The research used a descriptive research design to study six hundred and fifty-two employees from fifteen hospitals in Nakuru town. Eighty-six workers were chosen as the target population of the research. The findings indicated that flexible working schedules substantially impact organizational commitment. Leadership of the public hospitals must therefore develop job structures that permit for flexible work schedules to improve the job efficiency of employees since they will be capable of planning their time to fulfil their individual commitments together with work commitments.

Kipkoech (2013) found that flexi-working schedules are important to the performance of employees in a company. Specifically, temporary contracts, work shifts and part-time work have a positive influence on performance and therefore should be implemented. The findings were similar to those of Essien and Edwinah's (2017) study which established the adoption of flexible work schedules in organizations positively influences employee emotional, continuation and normative commitment to their jobs thus management should strongly engage in the adoption of flexible work time schedules within its labor force so as to improve and sustain staff commitment to work.

Ochieng and Kamau (2021) also examined the impact of flexible working arrangement on productivity in Africa. Their study was desktop research relying on published studies, reports and statistics which were measured by means of the online journals and library. Results from the study indicated that there is a greater level of productivity for employees who do their work on more flexible schedules than their colleagues with standard working hours thus corporations can benefit from flexibility under certain conditions. Corporations should implement and spend on information and communication technology to accelerate the enactment of flexible working arrangement policies.

2.4 Research Gap

Contemporary research has investigated the influence of distinctive flexible work arrangements on organizational performance with regard to output, viability, and revenue (Berkery et al., 2017; de Menezes and Kelliher, 2011). According to Berkery et al. (2017), the previous research about the influences of FWAs on organizational performance are unconvincing and should be scrutinised further. This is also confirmed by Menezes and Kelliher (2011) who also drew attention to the fact that existing research about the influences of flexible work arrangements on organizational productivity are unconvincing and ought to be scrutinised further.

Several studies have been done on FWA and performance. Shah et al (2020) in a cross-sectional study of employees of construction project-based organizations in Pakistan found evidence that flexibility in employee job hours and psychological empowerment of employees results in improved performance.

Idowu (2020) studied the influence of flexible working hours on employee performance and the retention of workers by examining five manufacturing industries in Nigeria. The study found that flexible working hours improved performance, improved retention of staff and decreased work stress. The study further suggested that a proactive strategy be adopted by corporations to enhance the arrangement between flexible working hours and other HR policies.

Kattenbach et al (2010) examined the correlations between flexible working times and workers' well-being and peer ratings of performance by studying 167 German employees from 17 different organizations. However, the results indicated that flexibility dimensions are not significantly correlated to performance. The time constraint element contributes to the level of

exhaustion and the work-life conflict, while time independence weakens these outcome variables.

Onyemaechi et al (2020) investigated telecommuting and organizational performance during the COVID 19 pandemic in a selection of telecommunication firms and deposit money banks in the south-east region of Nigeria. The study confirmed that there is an insignificant but positive relationship between telecommuting and a rise in the number of clienteles taken care of over a period; a positive significant relationship between working at arranged site and resolution of clienteles' complaints; and a positive but weak relationship between working on transit prompt service delivery. Telecommuting therefore has a negligible influence on organizational performance according to the study findings.

Mwangi, Theuri and Sang (2018) examined the influence of types of flexible work options on organizational performance of companies listed in the Nairobi Securities Exchange in Kenya. The results showed that the correlation between organizational performance and forms of flexible work arrangements of companies listed in Nairobi Securities Exchange was positively significant. Therefore, various forms of flexible working options should be completely implemented and applied to improve business performance.

The studies reviewed centered on the influence of flexible work arrangements on the performance of different companies. There is a precise finding from the above studies that FWA has either a positive or negative impact on performance. However, these studies were conducted in organizations such as construction, banks and telecommunication firms in Germany, Pakistan, Nigeria, and Kenya. This study was based on Kenyan-based MNCs in Nairobi.

Table 2.1: Summary of Knowledge Gaps

Study	Title of Study	Findings	Research Gap	Focus of current study
Shah et al (2020)	The Impact of Flexible Working Hours and Psychological Empowerment on Team Performance with the Mediating Role of Work Engagement	Flexibility in employee job hours and psychological empowerment of employees results in improved performance	Focus of the study was limited to team performance and does not address other aspects like organizational performance	This study focused on the performance of MNCs
Idowu (2020)	Role of Flexible Working Hours' Arrangement on Employee Job Performance and Retention in Manufacturing Industries in Agbara, Nigeria	Flexible working hours improved performance, improved retention of staff and decreased work stress.	The study was limited in scope and generalizability since it focussed only on manufacturing firms in Nigeria	This study focused on MNCs in Nairobi, Kenya.
Kattenbach et al (2010)	Flexible working times: Effects on employees' exhaustion, work-nonwork conflict and job performance	Flexibility dimensions are not significantly correlated to performance.	The study scope of the study was limited as it studied German employees	The respondents of this study were Kenyan employees
Onyemaechi et al (2020)	Telecommuting and organizational performance in the phase of Covid-19 Pandemic in Southeast Region	There is an insignificant relationship between telecommuting and growth in the number of clients served; a significant positive relationship between working from an arranged location and resolution of customers complaints; and a positive but weak relationship between working on transit speedy service delivery.	The study did not discuss other aspects of FWAs.	This study focused on all aspects of FWAs

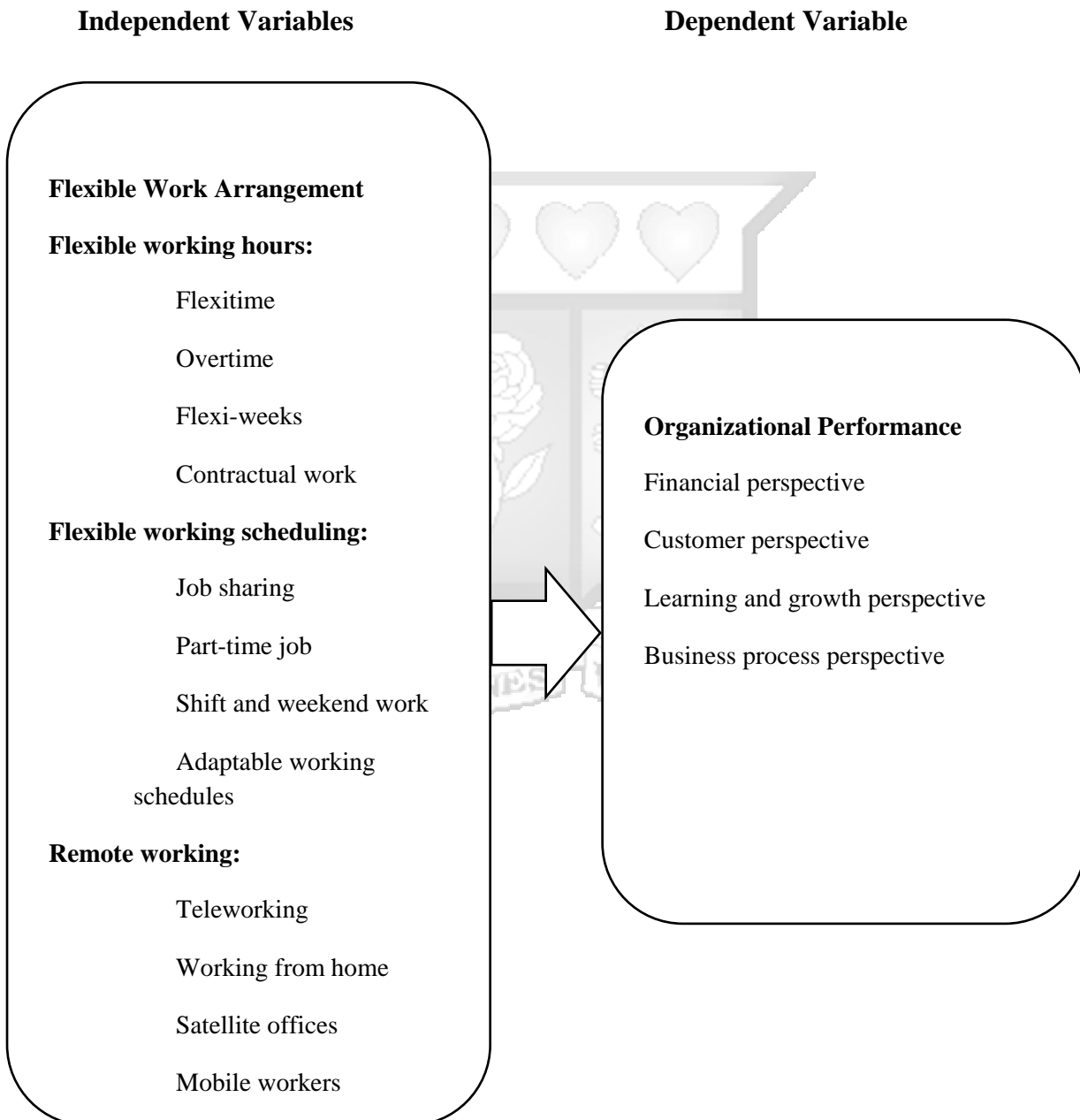
Mwangi, Theuri and Sang (2018)	Role of Types of Flexible Work Options on Organizational Performance of Listed Companies in the Nairobi Securities Exchange in Kenya	the correlation between organizational performance and types of flexible work options of companies listed in Nairobi Securities Exchange was positively significant	The study was limited in scope as it focused on companies listed at the Nairobi Securities Exchange	This study focused on MNCs, whether listed or not.
Golden (2003)	Flexible Work Schedules and their Impact on Employees	Flexible work schedules promote employee retention and restrict types of staff withdrawal, such as tardiness, absenteeism, on-the job leisure, and quits.	The study was limited in scope as it focussed only on respondents in the US	This study was based in Kenya
Ochieng and Kamau (2021)	Examining the Impact of Flexible Work Arrangements on Productivity in Africa.	There is a higher level of productivity for employees working under more flexible schedules than their colleagues with regular working hours.	The study focused on employee productivity and not other aspects like satisfaction or performance	This study examined the performance of the corporation as a whole
Kangogo & Wanambiro (2019)	Influence of Flexible Working Schedules on Organizational Commitment of Employees in Hospitals in Nakuru Town, Kenya	The findings indicated that flexible work schedules significantly influence organizational commitment.	The study was mainly on organizational commitment and was ambiguous on the effect of flexible working on performance	This study examined the influence of flexible working on performance
Chatterjee et al (2021)	Does remote work flexibility enhance organization performance? Moderating role of organization policy and top management support	The results confirmed that remote work flexibility improves organizational performance substantially	The study was done in India thus it was limited in scope and generalizability	This study was based in Kenya

Source: Primary data (2022)

2.5 Conceptual Framework

The conceptual framework displays the relationship between FWA and performance of MNCs (Figure 2.1). FWA was measured in terms of flexible working hours, flexible working scheduling and remote working (Klindžić and Marić, 2019), whereas the balanced scorecard was used to measure performance (Kaplan & Norton, 1996).

Figure 2.1: Conceptual Framework



Source: Researcher (2022)

According to the literature reviewed by the study, Figure 2.1 demonstrates the relationship between FWA and performance of MNCs. The framework hypothesizes that FWA significantly affects the performance of MNCs.

2.5.1 Concept of Flexible Work Arrangements

According to Rau and Hyland (2002), flexible working arrangements are defined as an alternative to the standard working day and usually comprehend to organizational initiatives which enhance employees' flexibility on the time and place where work has to be accomplished, and also various policies exerting influence on the number of hours worked. This study conceptualized flexible working arrangements according to Klindžić and Marić (2019) that operationalizes FWA in terms of flexible working hours, flexible work scheduling, and remote working. Under flexible working hours this study measured it through flexi-time, overtime, flexi-weeks and contractual work while flexible working schedules were reviewed as adaptable working schedules, job-sharing, part-time job and shift and weekend work. Remote working was measured as teleworking, working from home, satellite offices, and mobile workers.

Hill et al., (2001) investigated the extent to which flexible hours and flex place arrangements resulted in benefits for individuals (more satisfactory work family balance) and organizations (longer work hours). They reported that given a reasonable work week which they considered to be between 40 and 50 hours) per week, employees who perceived flexibility in the timing and location of their work, had less difficulty with work-family balance. Moreover Hill et al., (2001) reported that employees with perceived flexibility in the timing and location of work could work longer hours be for work- family balance was perceived to be a problem.

Flexible work arrangements are connected to a number of positive outcomes for employees who access them including better mental health and reduction in stress, burnout, turnover and absenteeism and increases in retention, loyalty, job satisfaction, innovation, creativity and productivity (Galinsky, Bond, Sakai, Kim & Giuntoli, 2008)

2.5.2 Concept of Organizational Performance

Organization performance is the outcome achieved in meeting internal and external goals of a firm (Lin et al 2008). Performance has several outcomes including growth, survival, success and competitiveness. Better performing employees at work become more committed to their organizations and ultimately contribute to increased organizational performance as well as growth of the economy. Availability of flexible work arrangement practices have been related

to increased affective commitment and decreases turnover intentions among all employees not just users of the practices (Grover & Crooker 1995).

This study used the four balanced scorecard perspectives namely financial, customer, internal business processes, and learning and growth perspectives to measure organizational performance as this metric combines tactical non-financial measures of performance with conventional financial measures to provide company management and administrators a further 'balanced' understanding of organizational performance (Kaplan & Norton, 1996).

2.6 Operationalization of Study Variables

Operationalization of variables enables the diminution of abstract concepts of theories into measurable descriptions so that indicators can be used to measure them. A five-point likert scale oscillating from 1=strongly disagree to 5=strongly agree was utilized to evaluate the dependent and independent variables of the study. Table 2.2 summarizes the indicators.

Table 2.2: Operationalization of Variables

Variable	Constructs	Operational Definition	Measurement Scales	Source(s)
Independent variable (Flexible Work Arrangement)	Flexible working hours	Flexibility in the number of hours an employee has worked involves part time work and job shares.	Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	Klindžić and Marić (2019)
	Flexible working scheduling	Flexibility in the scheduling of hours worked include practices such as unconventional work schedules like compressed workweeks and flex time, and arrangements concerning shift and break schedules.	Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	

	Remote working	Flexibility in the place of work involves working away from the traditional work setups such as offices and factories or plants and shifting to working at a satellite location or working from home.	Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	Klindžić and Marić (2019)
Dependent Variable (Performance of MNCs)	Financial perspective		Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	Kaplan & Norton (1996)
	Customer perspective		Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	Kaplan & Norton (1996)
	Learning and growth perspective		Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	Kaplan & Norton (1996)
	Business process perspective		Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	Kaplan & Norton (1996)

Source: Primary data (2022)

2.7 Chapter Summary

This chapter studied the theoretical and empirical literature pertinent to the study. The literature review was in terms of key variables, the study objectives in terms of organizational performance and the FWA practices. The study gaps arising from existing studies are also summarized. The conceptual framework was presented to show the intercorrelation between variables, whereas the description of variables and their measures are shown in the operationalization table.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In chapter three, the procedure used in conducting the research such as data collection, data analysis and the method of presenting study results are discussed. The section includes the study philosophy, study design, study population, collection of data and analysis, and ethical considerations of the research.

3.2 Research Philosophy

Study philosophy comprises the manner in which phenomena or objects are observed in the universe (Saunders et al, 2012) and emphasizes on the philosophies that espouse the study plan and the techniques chosen as component of a study model (Ihuah and Eaton, 2013).

This study was based on positivism research philosophy, which was adopted in this study, as explained by Saunders et al. (2012) advocates that incidences unequivocally define a person's perception of the said occurrences and as such, an undeviating association between objects and their representation exists (Willig, 2013). Saunders et al (2012) contend that in positivist research, only observable occurrences result in the creation of dependable data and while creating a study strategy for data collection, present theory is mostly utilized when developing hypotheses. It is completely feasible to espouse a number of the features of positivism in a study, such as testing a hypothesis using data that was initially gathered in in-depth discussions (Saunders et al, 2012). Research questions and hypotheses are distinctly described at the beginning of the research, valid and reliable external mechanisms are often used, participants in the study are passive, and study variables are structured (Petty et al, 2012).

This study therefore sorted the gaps through the detailed hypotheses and deductive observations. The researcher was objective, worked independently and dissociated from personal values and beliefs, only seeking to verify propositions through empirical testing of operationalized variables.

3.3 Research Design

Research design refers to the strategy and arrangement of inquiry envisioned to attain responses to study questions, articulating the framework of the research problem, arrangement, or outline of the associations among research variables (Cooper & Schindler, 2008). It assists the to apportion resources by highlighting critical areas in the study methodology (Trochim, 2006).

Cooper and Schindler (2014) classify research design as explanatory, descriptive and exploratory. Explanatory study design attempts to find out the association between study variables whereas exploratory study design identifies understandings concerning a certain occurrence (Cooper & Schindler, 2014). Descriptive study design strives to obtain information to systematically describe a population, situation, or phenomenon (Trochim, 2006). It is used in this study as it helps the researcher answer the ‘what’, ‘when’, ‘where’, and ‘how’ questions about the research problem, and not the ‘why’.

This study deployed a descriptive cross-sectional survey design. Cross-sectional research design focuses on studies undertaken at a particular point in time (Cooper & Schindler, 2014). This study was undertaken in January 2022 to August 2022. Particularly, it was used to establish the effect of flexible working hours, remote working, and flexible work scheduling on the performance of multinational corporations in Kenya.

3.4 Population of the Study

Mugenda and Mugenda (2003) noted that population refers to events, persons, or objects with a shared characteristic that can be observed, and it is the collection of all that corresponds to a specific requirement. Huck (2009) explains that population is the greater cluster from which a sample is derived or deemed to have come from. According to Muthiani (2012), there are 226 MNCs within the Nairobi Metropolitan Area as this is where over 70% of the 226 MNCs in Kenya operate from. The study population therefore comprised all the 226 MNCs in Nairobi.

3.5 Sampling Design

The study targeted one employee at managerial level from either Finance or Human Resource Management departments to improve objectivity rather than relying on just one department. Management level staff are considered to have relevant information about performance in their departments and are satisfactorily conversant with the FWA practices within the corporations. The estimated respondents were 226 across the 226 MNCs based in Nairobi.

This study used the sample size determination technique by Krejcie & Morgan (1970) to determine the respondent from the 226 MNCs, thus Managers in charge of either Human Resource Management or Finance were considered for the study. Krejcie & Morgan (1970) table of sample size determination uses the following formula in sample size determination:

$$s = X^2 NP(1 - P) \div d^2(N - 1) + X^2 P(1 - P)$$

Where:

s denotes the required sample size, X^2 is the desired confidence level, N represents the population size, P denotes the population proportion, and d is the degree of accuracy presented as a decimal.

Substituting the values in the formula:

With a population of 226 and a desired confidence level of 96%

$$s = [1.96^2 \times 0.5 \times (1 - 0.5)/0.05^2] / [1+(1.96^2 \times 0.5 \times (1 - 0.5)/(0.05^2 \times 226))]$$

$$s = 384.16/2.6998 = 142.291$$

$$s \approx 143$$

Therefore the sample size for this research was 143 managers.

3.6 Data Collection Method

The study used a questionnaire as the fundamental data collection instrument. Wilkinson and Birmingham (2003) argued that questionnaires are a widely favoured tool as they offer a cheap and effective way of collecting data in a structured and manageable way. Huck (2009) explains that responses provided in the questionnaires are in the respondents' words and the respondents usually have adequate time to provide suitable answers.

The questionnaire was divided into three sections where Section A included the Respondents' Profile, Section B included Flexible Work Arrangements statements and Section C was on Performance. The questionnaire used in this study was structured with closed-ended questions with a 5-point point likert scale.

The questionnaires were self-dispensed and were dropped and picked later once filled. Owing to the changing work arrangements due to the COVID-19 pandemic, respondents had a choice of opting to respond to the questionnaires via email. The Researcher therefore combined both drop and pick-later methods with emails for data collection.

3.7 Data Analysis

The data obtained was sorted and cleaned to ensure it was complete and consistent. The collected data was coded and entered in SPSS for analysis. The data was then analysed using descriptive and inferential statistics. Descriptive analysis included determination of mean, standard deviation, and frequencies. Inferential analysis for this study comprised of correlation analyses, and regression analyses. Correlation analysis was used to evaluate the degree of correlation between flexible working hours, remote working, and flexible work scheduling (Geraghty, 2014). It is utilized in the assessment of a potential linear relationship between two uninterrupted variables (Mukaka, 2012). Regression analysis was utilized to ascertain the degree of the relationship among the study variables (Kothari, 2004).

For the multiple linear regression model, the study specified performance as the dependent variable and flexible working hours, remote working, and flexible work scheduling as the independent variables. Independent variables of flexible working arrangements were regressed against the dependent variable of organizational performance. The multiple linear regression model that was used is presented in the following equation.

$$P_i = \beta_0 + \beta_1 FH + \beta_2 RW + \beta_3 FS + \varepsilon$$

Where: P represents performance, FH represents flexible working hours, RW represents remote working, and FS represents flexible work scheduling. β 's are the parameters to be estimated, and ε is the error term.

3.8 Validity and Reliability Tests

This subsection discusses the validity and reliability test of the study.

3.8.1 Validity Test

Validity is the intensity by which the sample of test items in the instrument represents the content the test is intended to measure (Alarcón & Sánchez, 2015). Mugenda and Mugenda (2003) explained that the typical technique in measuring the content validity of a test item is to use an expert or professional in a specific field. To test content validity, the questionnaire was presented to the supervisor at Strathmore University and other experts in the research field to seek their guidance and representativeness to ensure it measured the variables. The opinions of the experts enabled the essential amendment and remodification of the research instrument thus improving validity. To obtain construct validity, the study derived variables from comprehensive theoretical models and relevant studies. A sample questionnaire was given to

respondents in similar categories in two MNCs who were not part of the final sample population to ascertain the clarity and relevance of the instrument. These organizations sampled were not part of those involved in the main study. This allowed the study to amend or remove any item that was ambiguous or inappropriate consequently enhancing the quality of the data collection instrument and the validity of the study.

3.8.2 Reliability Test

Reliability refers to the consistency of measurement obtained, that is, the scale to which a calculation method can be relied on to yield reliable results upon repetitive use (Weiner, 2007). Reliability was tested using Cronbach alpha. The values of Cronbach alpha range from zero to one whereby values nearer to 1 indicate that the instrument is reliable, and values closer to zero specify that the instrument is not reliable. Sullivan (2011) contend that the base for Cronbach alpha should be a value of 0.7 thus Cronbach’s alpha coefficients higher than or equal to 0.7 indicate that the questionnaire is reliable while values less than 0.7 indicate that the instrument is not reliable. This study considered Cronbach's alpha coefficient of 0.6 as sufficient. Bagozzi and Yi (2012) suggested Cronbach's alpha value of 0.5 as satisfactory, whereas Adede (2017) construed an alpha coefficient of over 0.6 as acceptable and satisfactory reliability.

For this study, an alpha coefficient of more than 0.6 was considered acceptable and satisfactory reliability. The results from the tests showed that the items measured flexible working arrangements and organizational performance had a Cronbach’s alpha coefficient of above 0.6. The instrument was confirmed to be reliable because of the Cronbach alpha being higher than 0.6. The results are as shown in table 3.1.

Table 3.1: Summary of Reliability Results for the Study

Variable	Cronbach’s Alpha Coefficient	No. of Items	Interpretation for the study
Flexible working hours	0.647	5	Reliable
Flexible work scheduling	0.811	5	Reliable
Remote working	0.854	5	Reliable
Organizational performance	0.755	12	Reliable

Source; Primary data (2022)

3.9 Tests of Statistical Assumptions

The multiple linear regression analysis makes several key assumptions. Prior to conducting the analysis, data was checked to ensure that the assumptions were not violated. Osborne and Waters (2014), opine that when these assumptions are not met the results may not be valid. They further argue that this may result in a type I or type II error, or over or under-estimation of significance or effect size(s). It is therefore important to pretest for these assumptions for validity of their results.

According to Osborne and Waters (2014), not pretesting for these assumptions has led to a situation where there is rich literature in education and social science, but questions in the validity of many of these results, conclusions, and assertions still exist. Testing for assumptions is beneficial as it ensures that an analysis meets the associated assumptions and helps avoid type I and II errors (Osborne and Waters, 2014; Owino, 2014). Prior to data analysis, assumptions for normality and multicollinearity were checked. The test of these assumptions are normality and multicollinearity.

3.9.1 Normality Test

Normality test is done to determine whether a data set resembles the normal distribution (Amata, 2017). A visual representation of the distribution of test results determines whether it conforms to the bell-shaped normal curve. The normality test was conducted using the Shapiro-Wilk test where if the value is greater than 0.05, it is implied that the data is normally distributed. The normality test results showed that flexible working hours had p value $.271 > 0.05$; p value for remote working was $.065 > 0.05$; and flexible work scheduling had p value $.182 > 0.05$ hence the data is normally distributed. Organizational performance had p value $.076 > 0.05$. The results of the normality test revealed that the data was normally distributed and hence further analysis was conducted. Normality was tested as shown in Table 3.2. below:

Table 3.2: Tests of Normality

Shapiro-Wilk

	Statistic	df	Sig.
Flexible working hours	.951	109	.271
Remote working	.654	109	.065
Flexible working scheduling	.863	109	.182
Organizational performance	.672	109	.076

Source; Primary data (2022)

3.9.2 Multicollinearity test

Multicollinearity exists when two or more of the predictors in a regression model are moderately or highly correlated thereby limiting the research conclusions to be drawn. According to Zikmund and Yap (2011), multicollinearity refers to the presence of correlations between the predictor variables. The multicollinearity test involves the relationship between the independent variables and it exists when the independent variables are highly correlated. In severe cases of perfect correlations between predictor variables, multicollinearity can imply that a unique least squares solution to a regression analysis cannot be computed (Field, 2009). According to Field (2009) VIF values in excess of 10 is an indication of the presence of multicollinearity. Multicollinearity inflates the standard errors and confidence intervals leading to unstable estimates of the coefficients for individual predictors. Multicollinearity was assessed in this study using the variance inflation factor (VIF) as shown in Table 3.3.

Table 3.3: Multicollinearity Test

Variable	Collinearity Statistics	
	Tolerance	VIF
Flexible working hours	0.972	1.029
Remote working	0.920	1.087
Flexible work scheduling	0.863	1.204

Source; Primary data (2002)

A variance inflation factor test was conducted to test for multicollinearity of the predictors and a value less than 10 is acceptable. Flexible working hours had VIF value of 1.029; remote working had a VIF value of 1.087; and flexible work scheduling had a VIF value of 1.204, implying that there was no multicollinearity since VIF values were less than 10.

3.10 Ethical Considerations

Ethics is important in research as it improves the objectives of the research, and helps eliminate errors (Powell et al, 2012). Several studies and international regulations have presented the academic and practical procedures for improving the ethical behaviour of research and facilitated the creation of essential precautions during research studies (Hurst et al., 2013). Ethics systems, including rules on ethics and guiding philosophies, and research ethics panels are methods of making sure that ethical ideologies are fostered and upheld in research.

The researcher thus made sure that research participants knew that their participation was voluntary and any private data that they shared was treated with utmost privacy and confidentiality. The demeanor of this study was guided by the code of ethics of Strathmore University and the researcher sought approval from Strathmore University's ethics committee before commencing collection of data. Additionally, a permit for conducting the research was obtained from the National Commission for Science, Technology, and Innovation (NACOSTI).

3.11 Chapter Summary

This chapter outlined the overall methodology employed in this study to answer the study questions and to accomplish the established research objectives. The study philosophy, study design, population, sampling design, data collection and analysis techniques used in this study are discussed.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.0 Introduction

This section puts forward the results and outcomes of the research with reference to the study objectives. The chapter presents the demographics of the respondents and results of the effects of flexible working arrangements on organizational performance according to the study objectives.

4.1 Response rate

The target population of the study was 143 managerial level employees of multinational corporations based in Nairobi. A sum of 143 questionnaires were administered, but only 109 responses were obtained from the respondents. This resulted in a response rate of 76.2% and was thus deemed adequate as the representation of the target population. The response rate corroborates Mugenda and Mugenda (2003) who stipulated that a response rate which is greater than 50% is adequate representation for the target population. The result is shown in Table 4.1.

Table 4.1: Response rate

Category	Frequency	Percentage
Returned questionnaires	109	76.2%
Did not return questionnaires	34	23.8%
	143	100%

Source: Primary data (2022)

4.1.1 Gender and Age of Respondents

Most of the respondents were male (51.4%) whereas the remaining 48.6% were female. This result confirmed that the study results were representative of both genders. The result is displayed in table 4.2.

Table 4.2: Gender of the respondents

Category	Frequency	Percentage
Male	56	51.4%
Female	53	48.6%
	109	100%

Source: Primary data (2022)

The study also examined the age groups of the study participants. From the study results, 40.4% were aged 31 – 40 years, 27.5% were aged 20 – 30 years, 21.1% were aged 41 – 50 years, 8.3% were aged 51 – 60 years and only 2.8% were aged 61 years and above. The result indicated that respondents across all ages were represented in the study. Table 4.3 shows this finding.

Table 4.3: Age of respondents

Category	Frequency	Percentage
20-30 years	30	27.5%
31-40 years	44	40.4%
41-50 years	23	21.1%
51-60 years	9	8.3%
61 years and above	3	2.8%
	109	100%

Source: Primary data (2022)

4.1.2 Length of Working in the Corporation and the Highest Level of Education

The study established that the majority (52.3%) of the respondents had worked in the specific multinational corporation for a period of between 1 and 5 years, whereas none (0.0%) had worked in the corporation for more than 21 years. Majority of the respondents had worked with the company for a period of between 1-10 years i.e. 52.3% for 1-5 years and 36.7% between

6-10 years which confirmed that the respondents were well versed with the operations of the MNCs and thus their responses were well informed (Table 4.4).

Table 4.4: Length of Working in the Corporation

Category	Frequency	Percentage
Less than a year	3	2.8%
1-5 years	57	52.3%
6-10 years	40	36.7%
11-15 years	8	7.3%
16-20 years	1	0.9%
More than 21 years	0	0.0%
	109	100%

Source: Primary data (2022)

Regarding the highest level of education, the study found that most (66.1%) of the respondents had bachelor's degrees, while 24.8% had master's degrees. Only 9.2% had a diploma whereas none (0.0%) had a PhD. This finding showed that the respondents were adequately qualified to understand issues to do with flexible working arrangements and organizational performance. This implied that the information provided could be relied upon and be perceived as coming from individuals with good understanding of the study concepts. The results are displayed in Table 4.5.

Table 4.5: Highest Level of Education

Category	Frequency	Percentage
Diploma	10	9.2%
Bachelor's Degree	72	66.1%
Master's Degree	27	24.8%
Doctor of Philosophy	0	0.0%
	109	100%

Source: Primary data (2022)

4.1.3 Department of Work

Most of the respondents (53.2%) indicated that they work in the finance department whereas 46.8% indicated that they work in the Human Resources department. This finding showed that the study is representative of views from both departments with understanding of FWA practices and organizational performance. Table 4.6 summarizes this finding.

Table 4.6: Department of Work

Category	Frequency	Percentage
Human Resources	51	46.8%
Finance	58	53.2%
	109	100%

Source: Primary data (2022)

4.2 Descriptive Statistics

The study utilized descriptive statistics including frequencies, percentages, means and standard deviations in this subsection. The collected data was coded and entered in SPSS for analysis. The mean was calculated in guidance with Aggresti's (2009) proposition which indicated that a mean of 1.00 to 2.49 is regarded as very weak, 2.50 to 3.49 weak, 3.50 to 4.49 is strong and 4.50 to 5.00 is very strong. While calculating standard deviation, the study considered values greater than 0.5 to indicate homogeneity whereas a standard deviation of less than 0.5 indicated heterogeneity of data. Heterogeneous data implies there were varied answers from the sample and consequently a high diversity among the entities in the sample (Lorenc et al., 2016). Conversely, Lorenc et al (2016) contend that homogeneity implies that the individuals had a similar understanding of the research question, and they had similar answers.

4.2.1 Flexible working hours

The study investigated how flexible working hours influenced the performance of multinational corporations in Kenya. The results are shown in table 4.7.

Table 4.7: Descriptive Statistics for flexible working hours

	N	Mean	Std. Deviation
Flexible working hours determine the amount of effort in man hours used by employees to achieve organizational success	109	4.29	.698
Flexible working hours determine the employee commitment in terms of time in hours worked	109	4.39	.746
Flexible working hours helps in reducing absenteeism as per number of days an employee attends work	109	4.60	.595
Flexible working hours gives employees more control over scheduling personal responsibility on either end of workday thus improving efficiency	109	4.60	.511
Flexible working hours affects performance in terms of productivity	109	4.74	.516
Overall Scores		4.52	.639

Source: Primary data (2022)

The findings from the study, as portrayed in Table 4.9 reveal that the majority of the respondents strongly agreed or agreed to the statements above with mean statistical values of 4.29 to 4.74. From the results, most respondents either agreed or strongly agreed that flexible working hours determine the amount of effort in man hours used by employees to achieve organization success with a mean of 4.29. Majority (mean = 4.39) agreed that flexible working hours determines the employee commitment in terms of time in hours worked. Most of the respondents also strongly agreed that flexible working hours helps in reducing absenteeism as per number of days an employee attends work (mean = 4.60), flexible working hours gives employee more control over scheduling personal responsibility on either end of workday thus improving efficiency (mean = 4.60) and that flexible working hours affects performance in terms of productivity (mean = 4.74). Based on the average mean score (4.52) it can be concluded that flexible working hours give employees some level of autonomy over their work, increases motivation; reduces absenteeism and overall impacts their productivity and performance at an employee-level.

4.2.2 Flexible work scheduling

The study examined how flexible work scheduling influences the performance of multinational corporations in Kenya. The findings are shown in table 4.8.

Table 4.8: Descriptive Statistics for flexible work scheduling

	N	Mean	Std. Deviation
Flexible work scheduling determines the number of tasks an employee performs in a given period	109	4.62	.541
Flexible work scheduling provides more autonomy to the employees which affects the number of workload employees perform.	109	4.61	.510
Flexible work scheduling offers more autonomy to the employees thus affecting the number of tasks an employee performs.	109	4.58	.532
Flexible work scheduling influences employees' motivation, behaviour and effort at the workplace	109	4.53	.501
Flexible work scheduling determines employee performance in a given period.	109	4.61	.510
Overall Scores		4.59	.518

Source: Primary data (2022)

The results show that the statement “Flexible work scheduling determines the number of tasks an employee performs in a given period” had the highest mean of 4.62 followed by “Flexible work scheduling provides more autonomy to the employees which affects the number of workload employee performs” and “Flexible work scheduling determines employee performance in given period”, both with a mean of 4.61. Based on the results with an average mean of 4.59, the respondents largely agree that flexible work scheduling indeed influences the employees’ output by providing them with autonomy on their workload which in turn impacts the number of tasks they can complete within given periods. Further, it indicates that flexible work scheduling influences employees’ overall motivation, behaviour and effort.

4.2.3 Remote working

The study examined how remote working influences the performance of multinational corporations in Kenya. Table 4.9 shows the results.

Table 4.9: Descriptive Statistics for remote working

	N	Mean	Std. Deviation
Remote working leads to decrease in production costs and growth in financial gains by the company	109	4.55	.536
Remote working gives corporations an opportunity to stay operational in the course of tumultuous circumstances, thus productivity is not halted.	109	4.61	.561
Remote working enhances employee retention and attracts employees with new knowledge which influences competence of employees in the organization	109	4.59	.565
Remote working is one way of providing professional service delivery in the organization thus influencing the company's performance	109	4.53	.602
Remote working influences the performance of the company	109	4.57	.567
Overall Scores		4.57	.565

Source: Primary data (2022)

The results indicate that the statement with the greatest mean score was “Remote working gives corporations an opportunity to stay operational in the course of tumultuous circumstances thus productivity is not halted” with a mean of 4.61, followed by “Remote working enhances employee retention and attracts employees with new knowledge which influences competence of employees in the organization” and “Remote working influences the performance of the company” with a mean of 4.59 and 4.57 respectively.

With an average mean of 4.57 across all the statements, it indicated that the respondents agreed that remote working influenced their productivity and performance by ensuring sustainability during tumultuous times; decreased production and operational costs and enhanced talent attraction and employee retention.

4.3.4 Organizational Performance

The study sought to establish the organizational performance of multinational corporations in Nairobi, Kenya. Table 4.10 shows the results.

Table 4.10: Descriptive Statistics for Organizational Performance

	N	Mean	Std. Deviation
Flexible Work Arrangements saves the company costs especially HR related expenses	109	4.51	.571
Flexible Work Arrangements leads to increase in revenue	109	4.50	.555
Flexible Work Arrangements influences the overall company profitability	109	4.49	.571
Flexible Work Arrangements influences positive feedback from the customers regarding the company's products and services	109	4.54	.519
Flexible Work Arrangements enables the establishment and maintenance of relationships with the customer	109	4.44	.584
Flexible Work Arrangements influences the growth in number of customers	109	4.49	.571
Flexible Work Arrangements enable the allocation of adequate human resources to the development of new products and services.	109	4.48	.602
Flexible Work Arrangements enables dedication of budget for research and development	109	4.47	.632
Flexible Work Arrangements influences the skills acquisition by employees	109	4.52	.537
Flexible Work Arrangements enhance resource allocation to every business unit	109	4.56	.535
Flexible Work Arrangements encourage employee retention and enhance motivation thus maintaining productivity	109	4.41	.612
Flexible Work Arrangements enhance efficiency by drastically reducing resource wastages.	109	4.52	.537
Overall Scores		4.49	.569

Source: Primary data (2022)

The study results show that the statement “Flexible Work Arrangements enhance resource allocation to every business unit” had the highest mean of 4.56, followed by “Flexible Work Arrangements influences the skills acquisition by employees” and “Flexible Work Arrangements enhances efficiency by drastically reducing resource wastages” both of which had a mean of 4.52.

Conclusively from the overall mean of 4.49, respondents agreed that flexible working arrangements can influence the performance of their respective companies. Flexible work arrangements can be seen to increase organizational financial gains and impact many other aspects of the organizations’ performance against the balanced scorecard such as improving customer satisfaction due to increased productivity and reduced wastage; increased operational

efficiency due to empowered and motivated employees and increased research and development and product/ services development; and enhanced skilled talent attraction as well as employee retention.

Table 4.11: Summary of Descriptive Statistics

	Description	N	Mean	Std. Deviation
Flexible working arrangements	Flexible working hours	109	4.52	0.639
	Flexible work scheduling	109	4.59	0.518
	Remote working	109	4.57	0.565
Average Score			4.56	0.57
Organizational Performance		109	4.49	0.569

Source: Primary data (2022)

The results in table 4.11 show that flexible work scheduling had the highest mean of 4.59 and therefore it had the greatest influence on the performance of multinational companies as the respondents largely agreed to the statements describing it. Remote working had a mean of 4.57 indicating that similarly, respondents agreed to the statements under it thus it also had an influence on the performance of MNCs. Flexible working hours with a mean of 4.52 also implied that most of the respondents agreed to the statements describing it and thus it also had an influence on the performance of MNCs.

From the average score of 4.56 and 4.49 of flexible work arrangements and organizational performance respectively, it can be concluded that flexible working arrangements may probably have an impact on organizational performance in multinational corporations in Kenya. While the average mean scores show a probable relationship, the study conducted further examinations of the data to ascertain the existence and degree of this influence.

4.4 Inferential Statistics

The study conducted correlation analysis to observe how and to what extent the independent variables related to organizational performance of MNCs. As Curtis et al (2016) contend, correlation analysis is crucial in establishing dominance and relationships between variables, and to estimate events from existing information and data (Curtis et al., 2016). The results are shown in Table 4.12.

Table 4.12: Correlations of independent and dependent variables

		Flexible working hours	Flexible work scheduling	Remote working	Performance
Flexible working hours	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	109			
Flexible work scheduling	Pearson Correlation	-.088	1		
	Sig. (2-tailed)	.364			
	N	109	109		
Remote working	Pearson Correlation	.004	-.103	1	
	Sig. (2-tailed)	.968	.287		.
	N	109	109	109	
Performance	Pearson Correlation	.090	.120	.228*	1
	Sig. (2-tailed)	.351	.215	.017	
	N	109	109	109	109

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data (2022)

From the results, there was a weak correlation between remote working and performance with a correlation coefficient of $r=0.228$. However, the study found no correlation between flexible working hours had $r=0.090$ with organizational performance. Flexible work scheduling had $r=0.090$ with organizational performance. The results imply that in as much as remote working influences performance of a corporation, the influence is weak. However, flexible work scheduling and flexible working hours do not influence the organizational performance of an MNC.

4.4.1 Regression Analysis

The independent variables for the study were flexible working hours, flexible work scheduling and remote working, whereas the dependent variable was organizational performance. The study used multiple regression analysis to analyze the relationship between organizational performance and the predictor variables, from the regression equations formed for each objective and a model equation for the multiple regression model.

4.4.2 Flexible working hours and organizational performance

The study sought to establish how flexible working hours influence organizational performance of MNCs in Kenya. The results are displayed in table 4.13.

Table 4.13: Regression Analysis for flexible working hours and organizational performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.090 ^a	.008	-.001	.42421

a. Predictors: (Constant), Flexible working hours

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.158	1	.158	.877	.351 ^b
	Residual	19.255	107	.180		
	Total	19.413	108			

- a. Dependent Variable: Performance
 b. Predictors: (Constant), Flexible working hours

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.210	.390		10.796	<.001
	Flexible working hours	.079	.084	.090	.936	.351

- a. Dependent Variable: Performance

Source: Primary data (2022)

The results in Table 4.15, found out that independent variables flexible working hours, correlate with dependent variable organization performance up to ($R=0.09$) and accounts for a variation of ($R^2 =0.08$). This implies that 99.2% of the change in organizational performance was caused by other factors which were not included in the model. The findings further reveal that even if the results adjust, the model would still account for ($\text{Adjusted}R^2, -.001$) variation of organizational performance

To test the significance of the regression model, Analysis of Variance (ANOVA) was used. The F test value was 0.877, and p value was 0.351 which was greater than 0.05 therefore the model is statistically insignificant in predicting how flexible working hours impact organizational performance of multinational companies in Kenya.

Flexible working hours had a coefficient of 0.936 and $p >.05$ thus the relationship was insignificant at the 5% level. The standardized coefficients indicate the corresponding change

in the dependent variable when a change of one unit is affected in the independent variable. However, a 1% improvement in flexible working hours will not lead to a 93.6% change in organizational performance.

Therefore, the regression equation is;

$$Y = 4.21 + 0.090FH + 0.39$$

Where;

Y – Organizational performance

FH - Flexible working hours

4.4.3 Flexible Work Scheduling and Organizational Performance

The study further examined how flexible work scheduling influences the organizational performance of MNCs in Kenya. The results are as shown in table 4.14.

Table 4.14: Regression Analysis for flexible work scheduling

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.120 ^a	.014	.005	.42289

a. Predictors: (Constant), Flexible work scheduling

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.278	1	.278	1.553	.215 ^b
	Residual	19.135	107	.179		
	Total	19.413	108			

a. Dependent Variable: Performance

b. Predictors: (Constant), Flexible work scheduling

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.068	.408		9.971	<.001
	Flexible work scheduling	.108	.087	.120	1.246	.215

a. Dependent Variable: Performance

Source: Primary data (2022)

The results in Table 4.14, found out that independent variables Flexible work scheduling, correlate with dependent variable organization performance up to (R=0.120) and accounts for

a variation of ($R^2 = 0.014$). This implies that 98.6% of the change in organizational performance was caused by other factors which were not included in the model. The findings further reveal that even if the results adjust, the model would still account for (Adjusted R^2 , -. 005) variation of organizational performance

The study used ANOVA to test the significance of the regression model. The F test value was 1.553, and p value was 0.215 which was greater than 0.05 therefore the model is statistically insignificant in predicting how flexible work scheduling influences organizational performance of MNCs in Kenya.

Flexible work scheduling had a coefficient of 1.246 and $p > .05$ thus the relationship was insignificant at the 5% level. An improvement of 1% in flexible work scheduling will not lead to a 124.6% change in organizational performance.

Therefore, the regression equation is;

$$Y = 4.068 + 0.12FS + 0.408$$

Where;

Y – Organizational performance

FS - Flexible work scheduling

4.4.4 Remote Working and Organizational Performance

The study executed a regression analysis to ascertain the degree to which remote working influenced organizational performance of MNCs in Kenya. Table 4.15 summarizes the results.

Table 4.15: Regression Analysis for remote working and organizational performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.228 ^a	.052	.043	.41476

a. Predictors: (Constant), Remote working

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.006	1	1.006	5.851	.017 ^b
	Residual	18.406	107	.172		
	Total	19.413	108			

a. Dependent Variable: Performance

b. Predictors: (Constant), Remote working

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.544	.427		8.291	<.001
	Remote working	.217	.090	.228	2.419	.017

a. Dependent Variable: Performance

Source: Primary data (2022)

The results in Table 4.15, found out that independent variables Remote working, correlate with dependent variable organization performance up to (R=0.228) and accounts for a variation of ($R^2 = 0.052$). This implies that 98.6% of the change in organizational performance was caused by other factors which were not included in the model. The findings further reveal that even if the results adjust, the model would still account for (Adjusted R^2 , -. 043) variation of organizational performance

The study used ANOVA to test the significance of the regression model. The F test value was 5.851, and p value was 0.017 which was less than 0.05 therefore the model is statistically

significant in predicting how remote working influences organizational performance of MNCs in Kenya.

Remote working had a coefficient of 5.851 and $p < .05$ thus the relationship was significant at the 5% level. An improvement of 1% in remote working will lead to a 585.1% change in organizational performance.

Therefore, the regression equation is;

$$Y = 3.544 + 0.228RW + 0.427$$

Where;

Y – Organizational performance

RW - Remote working

4.4.5 Regression Analysis for Flexible Work Arrangements and Organizational Performance

The study further carried out a multiple regression analysis to determine the relationship between flexible work arrangements and organizational performance. Table 4.16 below shows the findings.

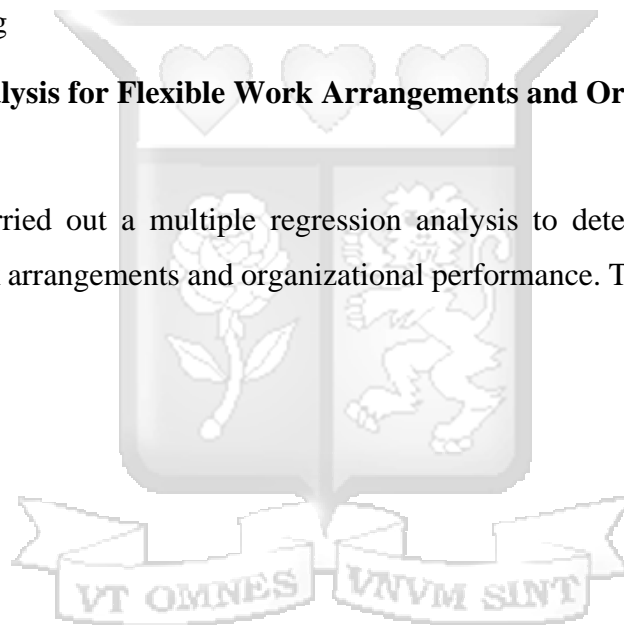


Table 4.16: Model Summary for Flexible Work Arrangements and Organizational Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.288 ^a	.083	.057	.41175

a. Predictors: (Constant), Flexible work scheduling, Flexible working hours, Remote working

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.611	3	.537	3.167	.027 ^b
	Residual	17.802	105	.170		
	Total	19.413	108			

a. Dependent Variable: Performance

b. Predictors: (Constant), Flexible work scheduling, Flexible working hours, Remote working

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.411	.740		3.260	.002
	Remote working	.232	.090	.243	2.587	.011
	Flexible working hours	.089	.082	.103	1.095	.276
	Flexible work scheduling	.139	.085	.154	1.629	.106

a. Dependent Variable: Performance

Source: Primary data (2022)

The results in Table 4.16 found out that independent variables Flexible work scheduling, Flexible working hours, Remote working, correlate with dependent variable organization performance up to (R=0.288) and accounts for a variation of ($R^2 = 0.083$). This implies that 91.7% of the change in organizational performance was caused by other factors which were

not included in the model. The findings further reveal that even if the results adjust, the model would still account for (Adjusted R^2 , -. 057) variation of organizational performance

ANOVA was utilized in testing the significance of the study's regression model. The results from table 4.16 show that the F value was 3.167, and $p=0.027$. The p-value is 0.027 which is less than 0.05 therefore the model is statistically significant in predicting how Flexible Work Arrangements affect organizational performance of multinational corporations in Kenya. Since $p<0.05$, the model is significant at 95% confidence level and that the variables in the equation are significant. This implies that the regression model can effectively be used to predict the performance of multinational corporations using variables of flexible work arrangements in the study (Flexible Working Hours, Flexible Work Scheduling and Remote Working).

The regression weights of just one of the independent variables (remote working) were significant, while the weights of two independent variables (flexible working hours and flexible work scheduling) were insignificant. The study used unstandardized coefficients because they are preferred in calculations and analysis and are easier to interpret and understand (Siegel, 2016). Flexible working hours had a coefficient of 0.089 and $p > 0.05$, whereas flexible work scheduling had a coefficient of 0.139 and $p > 0.05$. Conversely, remote working had a coefficient of 0.232 with $p < 0.05$ and thus the relationship was significant at the 5% level.

The study concluded that overall, flexible work arrangements do not have an influence on the organizational performance of multinational corporations in Kenya. However, while examining each element of flexible work arrangements, the study found that flexible working hours and flexible work scheduling do not influence organizational performance, but remote working was established to have a positive influence on the organizational performance of MNCs in Kenya.

The standardized coefficients indicate the corresponding change in the dependent variable when a change of one unit is affected in the independent variable. Thus, a 1% improvement in Remote Working will result in a 23.2% change in employee performance.

Therefore, the equation for regression is:

$$Y = 2.411 + 0.089FH + 0.139FS + 0.232RW$$

Where;

Y – Organizational performance

FH - Flexible Working Hours

FS – Flexible Work Scheduling

RW – Remote Working

4.5 Chapter Summary

This chapter reported the results and findings derived from the data and these included descriptive statistics, correlation analysis and regression analysis results. The results are presented through tables. The chapter provides detailed explanations for the results obtained from the analysed data.



CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMENDATIONS

5.1 Introduction

This chapter offers the summary, discussion, and conclusion of the crucial study findings. Additionally, the study expounds recommendations on additional research on this topic to contribute to the present body of knowledge and to fill the gaps overlooked on account of the limited scope of this research.

5.2 Summary of the Study

The objective of this research was to establish the influence of flexible work arrangements on organizational performance of multinational corporations in Kenya. Specifically, to determine the influence of flexible working hours on performance of multinational corporations in Kenya; to ascertain the influence of remote working on performance of multinational corporations in Kenya; and to establish the influence of flexible work scheduling on performance of multinational corporations in Kenya. The study found out that flexible work arrangements do not have an influence on the organizational performance of multinational corporations in Kenya. However, while examining each element of flexible work arrangements, the study found that flexible working hours and flexible work scheduling do not influence organizational performance, but remote working was established to have a weak positive influence on the organizational performance of MNCs in Kenya.

5.3 Discussion of Findings

The objective of this research was to establish the influence of flexible work arrangements on organizational performance of multinational corporations in Kenya. A structured questionnaire was used to gather primary data which was subsequently analysed through regression tests. The results from the study are discussed as follows.

5.3.1 Flexible Working Hours and Organizational Performance

The study investigated the influence of flexible working hours on organizational performance of multinational corporations in Kenya. Flexible working hours typically offer an employee greater freedom in choosing their specific hours of work, depending on the worker's personal needs. An employee might be expected to work a specified number of essential hours within a specified period under this arrangement, thus allowing the employee more flexibility in start

and end periods. It is largely expected that this will in turn lead to higher motivation, improved employee satisfaction and productivity and better organisational performance.

The results from regression analysis indicated no direct relationship between flexible working hours and organizational performance of multinational corporations in Kenya. There was a weak coefficient of determination between flexible working hours and organizational performance. The coefficient of determination was insignificant, thus flexible working hours were established to have no influence on organizational performance. However, most respondents agreed that the elements of flexible working hours affect their individual performance in terms of productivity.

The findings of this study corroborate the findings by Kattenbach et al (2010) who established that the two components of time flexibility that they examined were neither significantly related to in-role nor to extra-role performance that the employees reported themselves. Furthermore, the peer examination did not confirm strong relationships with the time-factors. While this is not expected, the outcome appears sensible since extremely flexible working hours can inhibit communication and collaboration among co-workers since they are not at work for the duration of the same period.

The findings also agree with the assertion by Bond and Galinsky (2006) that flexible working hours will not always mean better organizational performance. This is because the higher income staff are usually more likely to be provided with the flexible work arrangements options than their lower income co-workers. This consequently advances into a sense of inequality at the workplace and subsequently decreases the level of motivation and results in lower productivity.

The study findings however contradict the findings by Abid and Barech (2017) who argued that flexible working hours enhances staff productivity and results in higher profitability of the organization. According to them, greater flexibility at work progresses into a win-win situation for both the business and the workforce, thereby enhancing staff productivity, a finding which is contradicted by the results of this study.

The study also contradicts the findings by Idowu (2020) who established that flexible working hours enhance performance, increase staff retention, and reduce work-related stress among the employees. According to Idowu (2020), it is essential that companies implement proactive strategies to enhance the arrangement between flexible working hour arrangements and other human resource policies such as talent acquisition, remuneration schemes, and performance

assessment. The findings of this study were that flexible working hours do not influence the organizational performance of multinational companies in Kenya.

5.3.2 Flexible Work Scheduling and Organizational Performance

The study sought to examine the influence of flexible work scheduling on organizational performance of multinational corporations in Kenya. Typically, flexible work scheduling activities like teleworking, job share, flexitime, phased retirement, part time jobs, contract work, and term time working are expected to have an influence on the performance of a corporation. The study was guided by Self-determination theory which allows employees to manage their own working schedules.

The results from regression analysis indicated no direct relationship between flexible work scheduling and organizational performance of MNCs. There was a weak coefficient of determination between flexible work scheduling and organizational performance, thus the study concluded that flexible work scheduling has no influence on the performance of multinational companies. Most employees interviewed agreed that flexible work scheduling determines the number of tasks an employee performs in each period.

The findings from this study contradicts the results by Kangogo and Wanambiro (2019) which indicated that flexible work schedules significantly influence the organizational commitment, which has a positive influence on performance. Their study concluded that flexible work schedules enhance the working efficiency of workers since they will be able to plan their time to meet their individual commitments and work commitments.

The results from this study also contradict Ochieng and Kamau's (2021) study which established that there is a higher level of productivity for employees who do their work on more flexible schedules than their colleagues with regular working hours thus corporations can benefit from flexibility under certain conditions. Information and communication technology was found to facilitate implementation of flexible working arrangement policies.

This study findings also contradict findings by Kipkoech (2013) who found that flexi-working schedules are significant to the performance of employees in a company. Specifically, the study established that temporary contracts, work shifts and part-time work have a positive influence on performance and therefore should be implemented.

5.3.3 Remote Working and Organizational Performance

The study sought to examine the influence of remote working on organizational performance of multinational corporations in Kenya. Generally, remote working tends to have an influence on the productivity of employees and subsequently enhance organizational performance.

The results from regression analysis indicated that a direct relationship exists between remote working and organizational performance. Although there was a weak coefficient of determination between remote working and organizational performance, the coefficient of determination was significant. This result confirmed that remote working has a weak influence on organizational performance.

The study results are corroborated by findings of the study by Chatterjee et al (2021) who underscored that if corporations implement and utilize a remote working system, they will achieve employee satisfaction, and this will consequently influence productivity. Their study suggested that to accomplish better remote working flexibility, a corporation's employees should have alternatives for workplace flexibility.

The study results also corroborate results of Atoko's (2021) which disclosed that remote working has positively impacted on the performance of employees during the Coronavirus (COVID19) pandemic. Parungao (2020) also confirms the study findings by contending that the shift towards remote working will become increasingly common rather than being a temporary move, and this will lead to decrease in production costs and growth in financial gains by corporations.

The results of this study however contradict the findings by Renard et al (2021) who demonstrated that flexible working arrangement classifications are diverse and inaccurate to some extent, deficient of theoretical underpinnings and resulting in disjointed study designs and results. Their study highlighted that due to the underlying absence of empirical data, no real conclusions can be drawn on the effects of flexible working arrangements on the well-being and performance of both employees and organizations.

The findings also contradict the study by technology and research firm Valoir (2020) who found, from their broad survey of people working from home, that the distractions and technology issues notwithstanding, the move to working from home has had only a weak negative impact on productivity which was an average reduction of 1%. Mason (2020) contends that remote working can be damaging to employees' well-being, motivation, and ability to work productively. Although productivity may be enhanced owing to the adoption of

flexible working arrangements, many employees reported feeling anxious and burned out. Unless the sources of employee anxiety are addressed by the management, the productivity gains may be rendered unsustainable in the future as anxiety is known to negatively affect job satisfaction, impede interpersonal relationships with colleagues, and reduce work performance (Alexander et al., 2021). The findings of this study indicated that remote working has an influence on the organizational performance of MNCs in Kenya, although that influence is weak.

5.4 Conclusion

The results of this study established that flexible working hours and flexible work schedules do not have an influence on the performance of MNCs in Kenya. However, remote working was found to have an influence on the performance of multinational companies in Kenya. The combined influence of flexible working arrangement on organizational performance was established to be insignificant.

The study findings confirm the findings by Kattenbach et al (2010) who established that the two components of time-flexibility that they examined were not significantly related to performance that the employees reported themselves. The study results corroborate the findings by Bond and Galinsky (2006) that flexible working hours will not always mean better organizational performance. The study results are corroborated by findings of the study by Chatterjee et al (2021) who emphasized that if businesses implement and utilize a remote working system, they will achieve employee satisfaction, and this will consequently influence productivity.

The findings from this study however contradict the findings by Kangogo and Wanambiro (2019) which indicated that flexible work schedules significantly influence organizational commitment, which has a positive influence on performance. The results from this study also contradict Ochieng and Kamau's (2021) study which established that there is a higher level of productivity for employees who do their work on more flexible schedules than their colleagues with regular working hours.

From the other study results, employees largely agreed that flexible working hours give employees more control over scheduling personal responsibility on either end of workday thus improving efficiency, flexible work scheduling determines the number of tasks an employee performs in each period and that remote working gives corporations an opportunity to stay operational in the course of tumultuous circumstances thus productivity is not halted.

The study results highlighted that although flexible working arrangements can enable employees to accomplish the responsibilities required of their roles, while at the same time achieving enhanced flexibility for the companies, improved work-life balance, and better organizational performance, it can also be damaging to employees' well-being, motivation, and ability to work productively just as Mason (2020) established.

5.5 Implications of Research

The conclusions drawn from this study's results are important for policy, practice, and theory. Various stakeholders will derive key insights from the findings of the study to their independent decisions depending on their need.

5.5.1 Contribution to Policy

The findings of this study indicate that although different aspects of flexible working arrangements have different influences on the organizational performance of MNCs, there is still a need to develop and implement policies on FWAs. This is because the employees agree that these practices affect how they carry out their duties and responsibilities.

The results of this research will be of great significance to the industry stakeholders and policy makers in crafting systems and regulations that will benefit the employees and the employers in the long run and build a healthy relationship between the business and its workers. The findings of this study will guide key stakeholders such as labour organizations and government agencies to formulate and implement labour policies regarding FWA practices that guide and support employees' ability to work from any location of their choosing.

5.5.2 Contribution to Management

The findings of this study will aid the management of the MNCs in Kenya to understand the role that flexible work arrangements play in the physical and mental wellbeing of their employees, their motivation and output at work and subsequently the overall productivity of the business. The leadership of corporations, guided by the findings of this study, will be able to identify employees' flexible work arrangement practices needs, create practical solutions, and implement these practices so as to be able to achieve corporate goals and objectives.

To successfully formulate and implement flexible working arrangement policies, the management should be trained successfully to oversee remote employees, a pilot test carried out first to make sure the program works well, and perhaps retain some standard work arrangements for employees who prefer to work on-site and during conventional hours.

5.5.3 Contribution to Knowledge

The study examined flexible working arrangements in terms of in terms of hours worked (flexible working hours), work scheduling (flexible work scheduling) and flexibility in location (remote working), whereas a balanced scorecard (the financial perspective, the customer perspective, the learning and growth perspective, and the business process perspective) was used as the measure of performance. The study results indicated that flexible work scheduling and flexible working hours did not have an influence on the organizational performance of multinational corporations, whereas remote working had an influence on the performance of MNCs.

The independent variable, flexible working arrangements, is based upon the self-determination theory since the theory shows the interconnection between autonomy and performance, whereas the resource-based view was used as it regards a corporation's employees as one of its key resources.

The results of this study do not support the notion that flexible work scheduling and flexible working hours influence performance. However, the results support the direct relationship between remote working and organizational performance. This is consistent with the literature by Kattenbach et al (2010), Bond and Galinsky (2006), Chatterjee et al (2021), Atoko (2021) and Parungao (2020) which highlight the relationship between different FWA practices and organizational performance. The study also contributes to the theories of resource-based view by Wernerfelt (1984), and self-determination postulated by Ryan and Deci (2000).

5.6 Limitations of the study

The key limitation for this study was that flexible working arrangements were studied in terms of hours worked (flexible working hours), work scheduling (flexible work scheduling) and flexibility in location (remote working) as proposed by Klindžić and Marić (2019) and Spreitzer et al (2017). FWA practices can also be studied in terms of the driving factors for their implementation, whether employee driven, or employer driven (Kotey & Sharma, 2016; Lewis, 2003). This study only studied FWAs based on classification by hours worked, scheduling and location.

The study was also limited by the measurement of organizational performance using the balanced scorecard which has four metrics: the financial perspective, the customer perspective, the learning and growth perspective, and the business process perspective (Kaplan & Norton, 1996). There are other measures of organizational performance such as objective measures

which involve the use of some form of accounting statistics, and is measured in terms of cost, quality, delivery, flexibility, and speed of new product introduction, and subjective measures which is determined in terms of a composite index of subjective measures of service quality, level of productivity, profitability, product-to-market time and degree of innovation (Singh et al., 2016; Rizov & Croucher, 2009).

The study was also limited to a location, as it specifically studied multinational corporations based in Nairobi, Kenya. The response rate was also largely affected by the existing COVID-19 pandemic and an ongoing electioneering period which restricted the researcher's contact with the respondents and further slowed down the process of getting their responses.

5.7 Suggestions for further studies

The study proposes additional investigation into the influence of flexible working arrangements on organizational performance of multinational companies and other organizations as it only concentrated on multinational companies based in Nairobi, Kenya. The study also suggests that other study designs especially qualitative research could be used in conducting the study since elements of flexible working arrangement should be investigated over time since it can be affected by occurrences such as political unrest, natural calamities, pandemics, change of leadership in an organization or change in a government policy.

The study further proposes that flexible working arrangements should be assessed in terms of its implementation, either employee-driven or employer-driven and how it relates to organizational performance. It is crucial that a healthy and satisfied workforce is maintained through the best human resources practices to ensure higher productivity.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

One Strathmore Drive, Nairobi, Kenya.
P.O. Box 59557 00200, Nairobi, Kenya.
Cell: +254 702 41 0767, Twitter: @Strathmore
Email: info@strathmore.ac.ke or visit: www.web.strathmore.edu



22nd April 2022

To Whom It May Concern,

RE: FACILITATION OF RESEARCH – NATASHA MWASARU

This is to introduce Natasha Mwasaru who is a Master of Commerce (MCOM) Student at Strathmore University Business School, admission number MCOM/57398. As part of our MCOM Program, Natasha is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MCOM course. To this effect, Natasha would like to request for appropriate data from your organization.

Natasha is undertaking a research paper on "THE INFLUENCE OF FLEXIBLE WORK ARRANGEMENTS ON THE PERFORMANCE OF MULTINATIONAL CORPORATIONS IN KENYA." The information obtained shall be treated confidentially and shall be used for academic purposes only.

Our MCOM Programme seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support and shall be willing to provide any further information if required.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Njoki Kiagiri".

Njoki Kiagiri
Manager – Graduate Programmes.



APPENDIX 2: QUESTIONNAIRE

Instructions:

This questionnaire is a data collection instrument for the paper, “The Influence of Flexible Work Arrangements on the Performance of Multinational Corporations in Kenya.”

Please answer the questions by marking with a tick (√) in the appropriate box or by writing in the spaces provided.

Confidentiality

All the information collected will be treated with utmost confidentiality and is intended for academic purposes only. Additionally, no reference will be made to any organization or respondent.

SECTION A: RESPONDENT’S PROFILE

Respondent’s Name (optional)

Name of Corporation

1. Gender of respondent

Male

Female

2. Age group of the respondent. (Tick as appropriate)

20-30 years

31-40 years

41-50 years

51-60 years

61 years and Above

3. How long have you been an employee in this company? (Tick as appropriate)

Less than a year

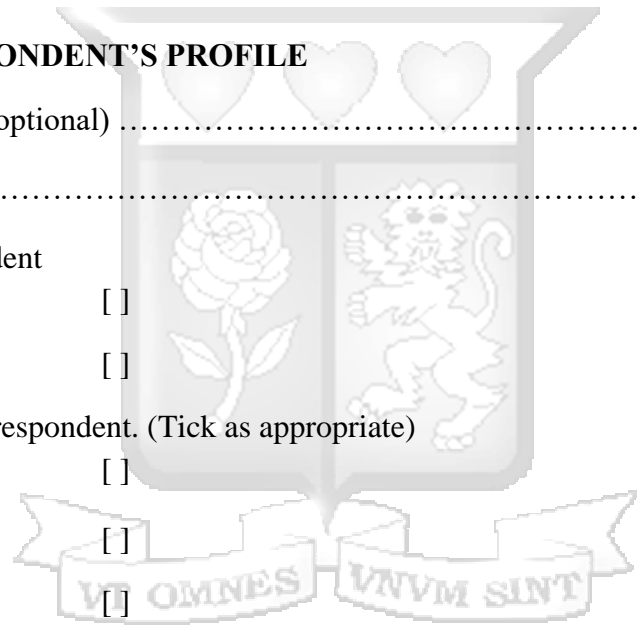
1-5 years

6-10 years

11-15 years

16-20 years

More than 21 years



4. What is your highest level of education? (Tick as appropriate)

Diploma

Bachelor's Degree

Master's Degree

Doctor of Philosophy

5. Which department do you work in? (Tick as appropriate)

Human Resources

Finance



SECTION B: FLEXIBLE WORKING ARRANGEMENTS

The following statements relate to Flexible Working Arrangements. State the extent to which you agree with the statements with regards to Flexible Working Arrangements in your corporation (where 1 – strongly disagree (SD), 2 – disagree (D), 3 – neutral (N), 4 – agree (A), and 5 – strongly agree (SA)).

6. Flexible working hours

No	Statement	SD	D	N	A	SA
		1	2	3	4	5
1	Flexible working hours determine the amount of effort in man hours used by employee to achieve organization success					
2	Flexible working hours determines the employee commitment in terms of time in hours worked					
3	Flexible working hours helps in reducing absenteeism as per number of days an employee attends work					
4	Flexible working hours gives employee more control over scheduling personal responsibility on either end of workday thus improving efficiency					
5	Flexible working hours affects performance in terms of productivity					

7. Flexible work scheduling

No	Statement	SD	D	N	A	SA
		1	2	3	4	5
1	Flexible work scheduling determines the number of tasks an employee performs in a given period					
2	Flexible work scheduling provides more autonomy to the employees which affects the number of workload employee performs.					
3	Flexible work scheduling offers more autonomy to the employees thus affecting the number of tasks an employee performs.					
4	Flexible work scheduling influences employees' motivation, behaviour and effort at the workplace					
5	Flexible work scheduling determines employee performance in given period.					

8. Remote working

No	Statement	SD	D	N	A	SA
		1	2	3	4	5
1	Remote working leads to decrease in production costs and growth in financial gains by the company					
2	Remote working gives corporations an opportunity to stay operational in the course of tumultuous circumstances thus productivity is not halted.					
3	Remote working enhances employee retention and attracts employees with new knowledge which influences competence of employees in the organization					
4	Remote working is one way of providing professional service delivery in the organization thus influencing the company's performance					
5	Remote working influences the performance of the company					

SECTION C: ORGANIZATIONAL PERFORMANCE

The statements in this subsection describe organizational performance. State the extent to which you agree with the statements (where 1 – strongly disagree (SD), 2 – disagree (D), 3 – neutral (N), 4 – agree (A), and 5 – strongly agree (SA)).

9. Financial perspective

No	Statement	SD	D	N	A	SA
		1	2	3	4	5
1	Flexible Work Arrangements saves the company costs especially HR related expenses					
2	Flexible Work Arrangements leads to increase in revenue					
3	Flexible Work Arrangements influences the overall company profitability					

10. Customer perspective

No	Statement	SD	D	N	A	SA
		1	2	3	4	5
1	Flexible Work Arrangements influences positive feedback from the customers regarding the company's products and services					
2	Flexible Work Arrangements enables the establishment and maintenance of relationships with the customer					
3	Flexible Work Arrangements influences the growth in number of customers					

11. Learning and growth perspective

No	Statement	SD	D	N	A	SA
		1	2	3	4	5
1	Flexible Work Arrangements enables the allocation of adequate human resources to development of new products and services.					
2	Flexible Work Arrangements enables dedication of budget for research and development					
3	Flexible Work Arrangements influences the skills acquisition by employees					

12. Business process perspective

No	Statement	SD	D	N	A	SA
		1	2	3	4	5
1	Flexible Work Arrangements enhance resource allocation to every business unit					
2	Flexible Work Arrangements encourages employee retention and enhance motivation thus maintaining productivity					
3	Flexible Work Arrangements enhances efficiency by drastically reducing resource wastages.					

Thank you!

APPENDIX 3: DISSEMINATION AND UTILISATION OF RESULTS

The key objective of disseminating this study's findings is to change existing policy on flexible work arrangements as an alternative work program.

The findings of this study will be shared with researchers to enable them to study key gaps observed in this study, and policy makers to enable them to craft systems and regulations that will benefit the employees and the employers in the long run and build a healthy relationship between the business and its employees.

The findings will be disseminated through detailed reports which will be availed in printed copies, and an email-based list serves to name a few. Muller et al. (2008) established that simultaneous use of printed reports, website, and workshop media was the most effective at improving satisfaction of stakeholders and prompting further dissemination of the findings.

The users of this study will be researchers, key industry stakeholders and policy makers, in addition to the management of MNCs in Kenya. The users of this study will read, process, and utilize the findings at their own convenience, not necessarily at the time of initial information dissemination. Consequently, findings will be made available through several channels and archived for future use.

Although the study's target audience reactions will not be the same for different content, appropriate measures will be taken to examine previous methods of information dissemination in the specific target population and each method's level of success. To enhance the probability that information will be utilized in policy change, the study will strive to reduce jargon and simplify the information.

APPENDIX 4: LIST OF ORGANIZATIONS IN STUDY SAMPLE

SN.	Company	Home country	Sector
1	ABB Ltd	Switzerland	Power and Automation Technologies
2	Achelis Group	Germany	Conglomerate
3	Air Mauritius	Mauritius	Aviation
4	Amiran Kenya Limited	United Kingdom	Wholesale Trade
5	Aon Minet Insurance Brokers Ltd	United Kingdom	Professional Services
6	Ashok Leyland	India	Automobiles and Engines
7	Assa Abloy EA Ltd	Sweden	Manufacturing and Services: Locks, Automatic and Security Doors
8	AstraZeneca	United Kingdom	Pharmaceuticals
9	Atlas Copco Eastern Africa Ltd	Sweden	Manufacturer of Compressors, Generators, Industrial Tools, Etc.
10	Avery Kenya limited	United Kingdom	Weighing Equipment
11	Avon Rubber company	United Kingdom	Rubber and Polymer-Based Products
12	Bank of Baroda	India	Banking and Finance
13	ABSA Bank Kenya Ltd	South Africa	Finance/Banking
14	BASF	Germany	Manufacturing and Marketing of a Wide Range of Chemical Products
15	Bata Shoes Company (K) Ltd	Switzerland	Footwear, Sportswear, Sports
16	Bayer East Africa Ltd	Germany	Agricultural Chemicals
17	Beiersdorf East Africa	Germany	Personal Care
18	Berger Paints	United Kingdom	Paints
19	Beta Healthcare	United Kingdom	Healthcare
20	BOC Kenya Ltd	United Kingdom	Industrial Gases
21	British Airways	United Kingdom	Aviation
22	British American Investment	Mauritius	Finance
23	British American Tobacco	United Kingdom	Tobacco/Cigarettes

24	British Broadcasting Corporation	United Kingdom	Media
25	Cadbury Kenya	United Kingdom	Confectionery
26	Caltex Oil (Kenya) Limited	United States of America	Oil Refinery Products
27	Castle Brewing Kenya Ltd/SAB Miller	South Africa	Food Products, Beverages, and Tobacco
28	CEVA Logistics/TNT Logistics	Netherlands	Logistics
29	China Central Television (CCTV)	China	Television Broadcasting
30	China Jiangsu International	China	Manufacturing and Exporting
31	China Road & Bridge Corporation	China	Construction
32	Chloride Exide-Emmerson, US	India	Car Batteries
33	Cisco Systems	United States of America	Networking Equipment
34	Citi Bank Na Limited	United States of America	Finance
35	CMA CGM Kenya Ltd	France	Container Transportation and Shipping
36	Coca Cola	United States of America	Soft Drink and Beverage Manufacture
37	Colgate-Palmolive (EA) Ltd	United States of America	Toiletries/Personal Care Products
38	Cussons & Company	United Kingdom	Personal Care Products
39	Daewoo	Korea	Motor Vehicles
40	Deloitte	United States of America	Professional Services
41	Delta Air Lines	United States of America	Aviation
42	DHL	Germany	Courier
43	Diageo	United Kingdom	Alcoholic Beverages
44	Dow chemicals	China	Chemicals

45	East African Development Bank	Uganda	Finance
46	Ecobank	Togo	Financial Services
47	Ecolab East Africa (K) Ltd	United States of America	Chemicals And Chemical Products
48	Egypt Air	Egypt	Aviation
49	Ericsson Kenya Ltd	Sweden	Telecommunications Equipment
50	Ernst & Young	United Kingdom	Professional Services
51	Ethiopian Air	Ethiopia	Aviation
52	FedEx	United States of America	Courier
53	Fidelity Bank	United States of America	Banking
54	General Electric	United States of America	Healthcare, Aviation, Power, Renewable Energy, Digital Industry, Additive Manufacturing, Locomotives, and Venture Capital
55	General Motors	United States of America	Vehicle Assembly
56	GlaxoSmithkline (Kenya) Limited	United Kingdom	Pharmaceuticals and Healthcare Products
57	Google	United States of America	Internet, Computer Software
58	Habib Bank AG Zurich	Switzerland	Banking
59	Heidelberg East Africa	Germany	Cement
60	Heineken	Netherlands	Brewery
61	Henkel Kenya Limited	Germany	Personal Care
62	Hyundai Corporation	Korea	Motor Vehicles
63	IBM	United States of America	Computers Software and Hardware, Consulting and Services
64	IGE Resources AB Africa	Sweden	Exploration and Mining
65	Innskor Franchising International	Zimbabwe	Fast Food Retailer

66	Interfreight (Kenya) Limited	New Zealand	Supporting Transport Activities
67	Kenindia Assurance Company	India	Insurance
68	KLM Royal Dutch Airlines	Netherlands	Aviation
69	KPMG	Netherlands	Professional Services E.G., Advisory, Assurance and Consulting
70	Kuehne+Nagel	Germany	Logistics
71	LG	Korea	Electronics
72	Maersk Logistics Kenya Ltd	Denmark	Supporting Transport Activities
73	Mantrac Group	Egypt	Authorized Distribution and Support Of Caterpillar Construction Machines
74	Marshalls EA (Tata)	India	Motor Vehicles
75	MasterCard	United States of America	Financial Services
76	Matsushita Electrical Industrial	Japan	Electrical and Electronic Components
77	McCann-Erickson (Kenya) Limited	United States of America	Advertising
78	Microsoft	United States of America	Computer Software, Online Services and Video Games
79	Minet ICDC Insurance Brokers	United Kingdom	Insurance
80	Mitsui & Co Ltd	Japan	Widespread-Exploration Power
81	Nestle Foods Kenya Limited	Switzerland	Food Products, Beverages, and Tobacco
82	Nissan (KVA)	Japan	Motor Vehicle
83	Nokia	Finland	Internet, Computer Software, Telecommunications Equipment,
84	Novartis -(Ciba-Geigy)	Switzerland	Pharmaceuticals
85	OLA Kenya	Libya	Refined Products
86	Old Mutual Group	United Kingdom	Financial Services
87	Otis Elevators	United States of America	Elevators and Lifts
88	Pepsi-Cola	United States of	Food and Beverage Manufacturer

		America	
89	Pfizer Laboratories Ltd	United States of America	Pharmaceuticals
90	Phillip Medical Systems	Netherlands	Electronic Medical Equipment
91	Pirelli Tyres	Italy	Tyres
92	PriceWaterhouseCoopers	United Kingdom	Auditing and Professional Services
93	Procter & Gamble	United States of America	Consumer Goods
94	Reckitt Benckiser	United Kingdom	Toiletries and Domestic Chemicals
95	Regal Press Kenya Limited	Canada	Printing
96	Rentokil Ltd	United Kingdom	Business Services
97	Reuters	United Kingdom	Media
98	Roche Products	Switzerland	Pharmaceuticals
99	Royal Dutch Shell	Netherlands	Petroleum Products
100	Ryden International	United Kingdom	Property Consultants
101	S G S Kenya Ltd	Switzerland	Custom Inspection and Valuation
102	SAB Miller	United Kingdom	Brewing, Beverages
103	Sadolin paints (Akzo Nobel)	Denmark	Paints
104	Sage group	United Kingdom	Computer Software
105	Samsung	Korea	Electronics
106	Sanyo Armco	Japan	Electronics and Home Appliances
107	SBM Bank (Kenya) Limited	Mauritius	Banking and Finance
108	SC Johnson & Son	United States of America	Consumer Goods
109	Scala (EA) Ltd	Sweden	Computers-Software Services
110	Scania (Kenya Grange) Sweden	Sweden	Motor Vehicles
111	Schenker I .td	Germany	Logistics Services
112	Schindler Ltd	Switzerland	Manufacture, Maintenance and Modernization of Elevators and

			Escalators
113	SDV Transami	France	Cargo Agents/Freight Forwarders
114	Securicor	United Kingdom	Guarding, Courier and Alarm Services
115	Shell-British Petroleum	United Kingdom	Petroleum Products
116	Sher Flowers	India	Floriculture
117	Siemens	Germany	Telecommunication and Electrical Equipment
118	Silentnight	United Kingdom	Furniture
119	Solar World E A	Germany	Energy
120	Stanbic Bank Kenya Limited	South Africa	Finance
121	Standard Chartered Bank Kenya	United Kingdom	Finance
122	Sumitomo Corporation	Japan	Widespread Products
123	Suntory Beverage and Food	Japan	Food and Beverage Manufacture
124	Swedfund International AB	Sweden	Investments
125	Syngenta East Africa	Switzerland	Chemicals
126	Technogym	Italy	Fitness and Rehabilitation Equipment
127	Tetra Pak Ltd	Sweden	Distribution Line
128	The Wrigley Company (EA)	United States of America	Confectionary/Food Processing
129	Total Kenya Ltd	France	Petroleum Products
130	Toyota Kenya	Japan	Motor Vehicles
131	Treadsetters Tyres	United Kingdom	Tyres
132	Tullow Oil	United Kingdom	Oil and Gas Exploration
133	UAP Provincial Insurance Company Ltd	United Kingdom	Insurance
134	UDV Kenya (Guinness)	United Kingdom	Brewery
135	Unilever Kenya Limited (Unilever PLC)	United Kingdom	Consumer Goods
136	Visa Inc	United States of	Financial Services

		America	
137	Vitafoam	United Kingdom	Foam Mattresses
138	Vodafone (Safaricom)	United Kingdom	Telecommunication
139	Weurth (Kenya) Limited	Germany	Machinery
140	Weetabix Limited	United Kingdom	Food and Beverage Manufacture
141	Williamson Tea Holdings	United Kingdom	Cultivation and Sale Of Tea
142	Woolworths	South Africa	Retails
143	Xinhua News Agency	China	Media



APPENDIX 5: RESEARCH LICENCE GRANTED BY THE NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY, AND INNOVATION


REPUBLIC OF KENYA


NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **873789** Date of Issue: **18/July/2022**

RESEARCH LICENSE



This is to Certify that Ms. Natasha Mwasaru of Strathmore University, has been licensed to conduct research in Nairobi on the topic: The Influence of Flexible Work Arrangements on The Performance of Multinational Corporations in Kenya for the period ending : 18/July/2023.

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APPENDIX 6: LETTER FROM ETHICS COMMITTEE



29th July 2022

Ms Mwasaru, Natasha
natasha.mwasaru@strathmore.edu

Dear Ms Mwasaru,

RE: The Influence of Flexible Work Arrangements on The Performance of Multinational Corporations in Kenya

This is to inform you that SU-ISERC has reviewed and approved your above SU- master's research proposal. Your application reference number is SU-ISERC1440/22. The approval period is 29th July 2022 to 28th July 2023.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 48 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 48 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. 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.
- vii. Submission of an executive summary report within 90 days upon completion of the study to SU-ISERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

for: Dr Ben Ngoye,
Secretary; SU-ISERC

Cc: Prof Fred Were,
Chairperson; SU-ISERC

APPENDIX 7: PLAGIARISM REPORT

Document Information

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W	URL: https://www.researchgate.net/publication/350429230_Impact_of_Flexible_Working_Arrangements_in_... Fetched: 5/20/2022 7:23:36 PM	2
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W	URL: https://iprb.org/journals/index.php/JHRL/article/view/1389 Fetched: 1/29/2022 7:40:27 AM	5
SA	Final Research project report1 (3).docx Document Final Research project report1 (3).docx (D139771621)	3
SA	Juliet Maina - Research Project.docx Document Juliet Maina - Research Project.docx (D151615095)	3