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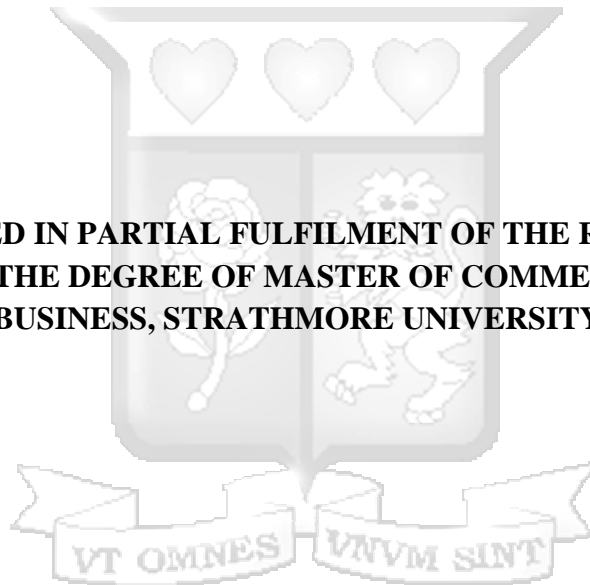
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**EFFECTS OF FLEXIBLE WORK ON JOB SATISFACTION AMONG NAIROBI'S
MULTINATIONAL EMPLOYEES**

**OGACHI CAROLYNE
145077**

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
THE AWARD OF THE DEGREE OF MASTER OF COMMERCE, SCHOOL OF
BUSINESS, STRATHMORE UNIVERSITY**



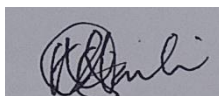
MARCH 2024

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 is made in the thesis itself.

Ogachi Carolyne

Sign:



Date: 15 March 2024

Approval

The thesis of Ogachi Carolyne was reviewed and approved by:

Dr. Kuthea Nguti

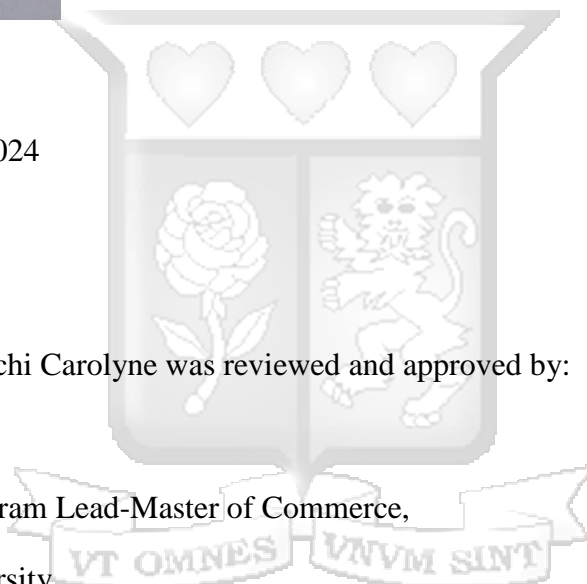
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Date: 15 March 2024



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I would like to express my gratitude to my family for their unwavering support as they stuck by me throughout my studies. I'm grateful for you, and may God keep you.

I sincerely appreciate Dr. Kuthea Nguti's advice and assistance in the planning of the research study. My gratitude also goes out to the several academics whose works have enriched the body of knowledge on flexible working arrangement and multinational corporations. They are noted in the bibliography, and those with numerous citations are especially deserving of my gratitude. Finally, I give thanks to Almighty God for enabling me to work very hard and finish the research project.



DEDICATION

Sincere thanks go out to my entire family for their encouragement and unwavering moral and financial support during my studies.



ABSTRACT

The study argued that flexible work arrangements have a lengthy historical background but have experienced gradual adoption. However, with the onset of the COVID-19 pandemic, companies globally, particularly for nonessential employees, were compelled to implement flexible work arrangements as a crucial safety measure. The purpose of the study was to determine the effects of flexible working arrangement on job satisfaction in MNCs in Nairobi County, Kenya. The study focused on these objectives: to determine the effect of flexibility in work location on job satisfaction of employees in multinational companies in Nairobi, to ascertain the influence of flexibility in work scheduling on job satisfaction of employees in multinational companies in Nairobi, and to establish the influence of flexibility in the number of hours worked on job satisfaction of employees in multinational companies in Nairobi. This study was based on two key theories: Herzberg's Two Factor Theory that supports job satisfaction, and flexible firm theory which underpins flexible work arrangements. The study used descriptive research design, and questionnaires to collect data from the respondents. The findings were presented using descriptive and inferential statistics. The study findings revealed that flexible working arrangements have an impact on employee job satisfaction within multinational corporations. Notably, flexibility in work location emerged as a significant contributor to job satisfaction in multinational companies located in Nairobi County, Kenya. The study reported a positive relationship between flexibility in work location, flexible work scheduling, flexible working hours, and job satisfaction. All these aspects of flexible arrangements were found to be significant factors affecting job satisfaction in multinational corporations. As a practical recommendation, the study suggested that organizations consider adopting a combination of flexible working arrangements, along with other motivational factors, to enhance employee job satisfaction.



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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Flexible work arrangements are becoming increasingly popular globally with workers currently requesting or even requiring the option to work remotely at least part of the time. This is driven by factors such as avoiding long commutes, improving work-life balance, and reducing distractions (O'Brien, 2018). Flexible work arrangements are no longer considered a perk but are becoming a necessity. The ongoing health risks associated with the COVID-19 pandemic, as well as mandatory physical distance measures, forced many organisations to make a widespread shift from traditional forms of work to working in locations away from their traditional workplaces (Yang et al., 2022). With the gradual advent of the first and second waves of the pandemic, there was a greater need for businesses to use strategies to plan for recovery through appropriate sustainability planning. To this end, many companies have switched to flexible work arrangements and are seriously considering it as a viable option and considering making it permanent (Business Today, 2021).

While the COVID-19 pandemic encourages companies to adopt a flexible work culture, it has its merits and demerits. It encourages individuals to meet their home requirements and their job more proactively. Home requirements may sometimes be too demanding (Palumbo, 2020). However, most individuals indicated that flexible work arrangements during the COVID-19 pandemic in 2020 and early 2021 gave them a lot of scope for balancing personal and professional requirements (Prodanova and Kocareva, 2021). As individuals could meet and balance their personal and professional life more effectively during the pandemic, their mental health and overall well-being were also balanced (Wong et al., 2021). This was important in reducing employee stress and improving mental health (Toniolo-Barrios and Pitt, 2021).

Lucile (2017) asserts that Flexible work arrangements would benefit both the company and the employee if it were implemented in the workplace. He notes that it is not always

required for workers to spend the whole eight hours at their workstations during work . And further, depending on the nature of the job it is possible that the employee will be able to work from home, which will save the business money by eliminating the need to secure a permanent office location and cover other relevant expenditures. Accordingly, employees having demanding family duties like caring for young children or an ageing parent can benefit from flexible work arrangements. FWAs are made to help employees successfully juggle work and personal obligations (Chen, 2015). According to a national study on employees done by Matos and Galinsky (2012), most businesses allow for flexible work arrangements in the workplace, enabling employees to better regulate their working hours and location to achieve a healthy work-life balance.

Aziz-Ur-Rehman and Siddiqui (2019) described the most typical of flexible working arrangements to be flexible working hours, which offers employees far more control over when they start and stop working, as long as they put in the required number of hours for the business. They add that, telecommuting, job-sharing, working shifts, and condensed workweeks are some further examples of flexible work arrangements. On the other hand, Pérez, Sánchez, and de Luis Carnicer (2002) claim that the most typical type of flexible work arrangement has to do with the location or place of work. They contend that informal teleworking, often known as a flexplace, and nonstandard working hours are examples of flexibility in the workplace. SHRM (2020) also notes that employees who use telework or flexible scheduling often do so from places other than the physical workplace. They assert that a flexible work schedule that permits individuals to work in different locations while often utilising technologies for communication and information transmission is known as telework or flexplace.

To establish the effect of flexible work arrangement on job satisfaction, different theories have been proposed to ascertain this. Herzberg's two factor theory (1959) and Flexible firm theory by Atkinson (1984) form the basis of this study. According to Herzberg's two-factor theory, a worker will stay with a company if their work gives them satisfaction on a regular basis. Fredrick Herzberg distinguished between two categories of characteristics: the hygienic issues that led to job dissatisfaction and the motivational ones that drove a person to work. According to Atkinson's Flexible Firm Theory, companies that can quickly adapt

to market changes would fare better than those that are unable to do so. Atkinson (1984) argues that businesses need to be more responsive to shifts in consumer demand and market circumstances.

Despite the increasing adoption of flexible work arrangements, particularly accelerated by the COVID-19 pandemic, there remain notable gaps in understanding their full impact on organizational dynamics and employee well-being. While the benefits of flexible work, such as improved work-life balance and reduced stress, have been highlighted, there is a need for deeper exploration into potential drawbacks and unintended consequences, especially regarding social isolation, reduced team cohesion, and blurred boundaries between work and personal life.

1.1.1 Flexible working Arrangement

Opeyemi, et al., (2019), define flexible working arrangement as a technique in human resources management that enables employees of a company to make deliberate decisions about the timing, location, and duration of work-related activities. Flexible working arrangement is also defined by Rau and Hyland (2002) as “alternative work options that allow work to be performed outside of the usual temporal and/or spatial limitations of a standard workday”. Mohammed and Bekele (2020) describe FWA as work arrangements that are not constrained by the physical boundaries of a traditional office setting; rather, to them FWA refers to the scheduling of work hours and workweeks that are not geographically delimited.

According to Spreitzer et al. (2017), there are three forms of FWAs, these include flexibility of work location also referred to as telework, flexibility of hours worked, and flexibility of scheduling employment requirements. Additionally, Mohammed and Bekele (2020) insist on the importance of flexible work arrangement. In their study ‘Effects of Flexible Working Arrangement on Job Satisfaction’. They highlight three forms of FWA which formed the focus of their study. These included compressed workweeks, flexitime schedule, and telecommuting. Additionally, various organisations have been actively pushing various flexible working arrangements since the late 1980s. These arrangements included flexible beginning and end date of work, flexible hours and workdays, and remote

working. These initiatives were initially utilised to keep bright women in the workforce, particularly moms who were also working (Almer & E. Single, 2004).

According to Lakshmi, Nigam, and Mishra (2017), the terms “telework”, “telecommuting” and “flexibility in work location” are used interchangeably. Flexibility in work location can be defined as “a work practice in which employees of a given organisation substitute some of their regular working hours (ranging from a few hours per week to nearly full-time) to work away from an officially centralised workplace, to primarily work from home or any other place, using technology to interact with others as necessary to carry out work tasks” (Alen, Gordern & Shockley, 2015). The main goal of teleworking is to provide flexible work locations.

Flexibility in work scheduling is the second type of FWA that will be examined. This arrangement enables an employee to select their start and end times as long as they meet two requirements: they must work the required number of hours per day and be present at work during core business hours (Rahman, 2019). Flextime schedules give employees some degree of autonomy while enabling businesses to work outside of the typical working hours (Jackson & Fransman, 2018). Accordingly, Bird (2010) posits that core business hours refer to daily compulsory hours that employees are required to work. He notes that, although there are similar arrangements in different companies, the degree of its implementation may vary. For instance, a specific company might have core hours from 9:00 am to 4:00 pm. Then, if they choose to work 8 hours, employees may choose to begin at any time between 7:00 and 9:00 am and to finish at any time between 4:30 and 6:30 pm. Some businesses also offer a carryover of hours within a set period by not requiring their staff to work for eight hours every day, allowing the payment of the remaining time at any point in the future to satisfy the need of a forty-hour work week.

Another FWA strategy is the flexibility in hours worked commonly referred to as compressed workweek. This enables workers to squeeze a regular 40-hour workweek into no more than four days (SHRM, 2020). Normal work is carried out over a shorter length of time during compressed working hours. Employees under the agreement put in extra hours over the course of four weekdays and then take a full or partial day off. Working

hours that are compressed are perceived as being compacted over a shorter amount of time. One of the key benefits of reduced working hours is that employees still receive their full compensation while enjoying weekly time off.

The study focused on three specific forms of Flexible Working Arrangements (FWAs) based on the literature and their relevance to job satisfaction. These include compressed workweeks, flexitime schedules, and telecommuting, as highlighted by Mohammed and Bekele (2020). Compressed workweeks allow employees to condense their regular 40-hour workweek into fewer than five days, typically four days, offering them extra days off while maintaining full compensation (SHRM, 2020). Flexitime schedules provide employees with the autonomy to choose their start and end times within set parameters, enabling them to work outside typical business hours (Rahman, 2019). Telecommuting, or flexibility in work location, allows employees to work away from the traditional office setting, primarily from home or any other location, using technology to carry out their tasks (Alen, Gordern & Shockley, 2015). These three forms of FWAs were selected for examination due to their widespread adoption in modern workplaces and their potential impact on enhancing job satisfaction by offering employees greater control over their work hours and location.

While there are indeed more forms of FWAs mentioned in the literature, including flexible beginning and end dates of work, flexible hours and workdays, and remote working (Almer & E. Single, 2004), the study chose to focus on compressed workweeks, flexitime schedules, and telecommuting due to their significant relevance to job satisfaction and their widespread adoption in contemporary work environments. These forms of FWAs have been extensively studied and have shown promising results in improving employee satisfaction, productivity, and work-life balance. In addition, these FWAs offer distinct advantages in terms of providing employees with greater autonomy and flexibility in managing their work responsibilities, which aligns with the study's objective of exploring the relationship between FWAs and job satisfaction. Therefore, while other forms of FWAs may also be important, the selection of compressed workweeks, flexitime schedules, and telecommuting provides a focused and comprehensive examination of the most prevalent and impactful arrangements in the context of job satisfaction.

1.1.2 Job satisfaction

The term “job satisfaction” is frequently used, extensively researched, and quantified in the field of human resources management. For all types of organisations, job satisfaction is now seen as a universal component in influencing individual and organisational productivity. Also, academics claim that there are various ways to interpret the idea of job satisfaction (Aziri, 2011). Job satisfaction, according to Spector (1997), is the degree to which people are satisfied with the many components of their work. Similarly, it can also be described as a person’s state of enjoyable emotions, such as having a positive attitude or feeling about their career while working (Rawashdeh, Almasarweh & Jaber, 2016). Job satisfaction is defined by Price (1997) as “the extent to which employees have a positive affective orientation towards employment by the company.” He adds that it refers to an internal type of fulfilment that workers feel from the commonly recognized aspects of job satisfaction, such as the actual work, supervision, financial rewards, and co-workers.

Based on previous research, there are different measurable aspects to job satisfaction, including the affective facet, which deals with how someone feels emotionally about their work, the cognitive affect, which examines the logical aspects of a job, such as pay and maternity leave, and the individual experience, which focuses on relationships and wellbeing and on working conditions, general wellbeing, and control (Douglas et al., 2008). According to Dieleman, Cuong, Anh, and Martineau (2003) job satisfaction is thought to affect retention, absenteeism, turnover, and job performance (Peters et al., 2010). Moorman (1993) posits the job satisfaction aspects are categorised into two, that is extrinsic and intrinsic aspects. The study determined how these are affected by flexible working arrangements.

The chosen job satisfaction measures offer a comprehensive approach, capturing diverse dimensions of satisfaction, including affective facets, cognitive aspects, and individual experiences. These dimensions provide a holistic understanding of employees' satisfaction levels, crucial for organizational outcomes such as retention and job performance. Categorizing job satisfaction into extrinsic and intrinsic aspects allows for a nuanced examination of how flexible working arrangements influence satisfaction. Overall, the

selected measures provide a robust framework for assessing the impact of flexible working arrangements on employees' job satisfaction.

1.1.3 Multinational Companies in Nairobi

Multinational corporations, the majority of which are based in Europe, effectively operate in every sector of the economy. Restrictions on both foreign and domestic investment are only in place for important industries where the government still maintains a statutory de facto monopoly. These mostly concern infrastructure, such as ports, fixed-line telephony, electricity, and mail delivery. Even in these areas, ongoing commercialization and economic reform are expanding the potential for private industry (Samuel, 2010). There are more and more MNCs operating in East Africa's economic sectors. MNCs in Kenya can be traced back to the colonial era, and they have continued to establish bases in an effort to benefit from the abundant resources in the country (Cheror, 2018).

Accordingly, Muthoni (2014) notes that MNCs have received criticism for various offences including, but not limited to, egregious violations of human and environmental rights despite being a source of employment, promoting technological transfer, and offering consumers a wide range of items. She adds that, while operating in a variety of industries, MNCs undoubtedly contribute significantly to the economy of the nations in which they do business by paying taxes and creating jobs. A survey by Kenya national bureau of statistics indicates that there are 250 MNCs in Kenya, and 52 of those are in Nairobi County (KNBS, 2015).

Post COVID 19 research has been conducted on FWAs and results used to guide the industry stakeholders and policy makers to implement policies that benefit both the employer and the employees (Palumbo, 2022; Prodanova& Kocareva, 2021). From the literature review, research has been conducted to assess the effects of the adoption of flexible work arrangement on employee performance while its effect on employee job satisfaction has not been widely researched. In this regard this study sought to determine the effect of FWAs on employee job satisfaction with an emphasis on technology and hybrid technology MNCs operating from Nairobi County, Kenya.

Technology MNCs produce or provide technology products or services, such as software, hardware, internet, telecommunications, or biotechnology. In this study, they include Asus, Cisco Systems, Huawei, IBM, Intel Corporation, Kaspersky Lab, LG, Nokia, Qualcomm, Sony. Technology Hybrid MNCs use technology as a key enabler or differentiator for their business, but are not primarily focused on technology, such as e-commerce, fintech, edtech, or healthtech. In this study, they include Bharti Airtel, China Central Television, Coca-Cola, General Electric, MasterCard, Pfizer, Rockefeller Foundation, Visa Inc., World Bank.

1.2 Statement of the Problem

Flexible work arrangement is an old concept of work arrangement that started in the 1970s, its adoption has been very slow and not as it was expected (Torten et al., 2016). The slow adoption of FWAs has been blamed on hindrances created by employers and their employees, whereby companies tend to not support a flexible working arrangement fearing relinquished control of their workers, while employees on the other hand deterred by individual preferences over their personal flexibility in job schedule or work-life balance, feeling secluded, and deteriorating relationships with co-workers (Smith et al., 2018). The recent COVID-19 pandemic however made it a necessity for companies worldwide to adopt it especially for their nonessential employees for their own safety (Chang et al., 2021).

The subject of flexible work arrangements has been researched on before and its relationship with different elements within organisations scrutinised. There have been studies on the relationship between FWAs and organisational performance and productivity (Hackney et al., 2022), the relationship between FWAs and organisational culture (Eriksson & Santesson, 2021), impacts of FWAs on employee performance and productivity (Govender et al., 2018), and how FWAs influences employee satisfaction (Putra et al., 2020).

The advantages of flexible work arrangements include the prospect of workers having a better balance between work and family, cost advantages for both the worker and the company, working environment enhancement, and improved motivation of employees (Felstead & Henseke, 2017). In addition, the degree of satisfaction of an employee within

their job is motivated by personal perspectives such as the type of job, job environment, and human resources elements (Felstead & Henseke, 2017; Smith et al., 2018).

Further, there is a positive relationship between flexible work arrangements and job satisfaction, even though the findings vary between individuals who permanently work remotely and those who work remotely occasionally (Smith et al., 2018). Organisational commitment and enthusiasm for the job are some of the factors influencing job satisfaction in a remote work environment (Felstead & Henseke, 2017). Migiro & Kyule examined the relationship between flexible work arrangements including remote working, job satisfaction and performance in South Africa and established that indeed remote work has a positive influence on job satisfaction. In Kenya, Atoko (2021) studied the effect of remote working on employee performance during the Coronavirus (COVID-19) pandemic and established that remote work positively influences employee performance.

The effects of flexible work arrangements (FWAs) on job satisfaction of employees in multinational companies (MNCs) have been widely studied in different countries and contexts. However, there is a lack of research on this topic in Africa, especially in Kenya. Most of the existing studies have focused on developed countries or regions, such as Europe (Stavrou, 2005), North America (Golden, 2001), or Asia (Kiran & Khurram, 2018). They have found mixed results on the impact of FWAs on job satisfaction and other outcomes, such as performance, commitment, well-being, or work-life balance. Some studies have suggested that FWAs have positive effects on job satisfaction by providing more autonomy, flexibility, and control over work schedules (Kiran & Khurram, 2018; Rahman, 2019; Setiyani et al., 2019). Other studies have indicated that FWAs have negative effects on job satisfaction by creating more stress, uncertainty, or isolation (De Menezes & Kelliher, 2017; Mason, 2020). Moreover, some studies (Avery & Zabel, 2001; Opuko & Munjiri, 2017; Njiru, 2016) have argued that FWAs are not equally beneficial or desirable for everyone, and that they depend on various factors or conditions, such as individual differences, organizational culture, task characteristics, or environmental factors.

Therefore, there was a need for more research on FWAs and job satisfaction in Kenya, where the economic, social, cultural, and political contexts may differ from those of

developed countries. In addition, more research on FWAs and job satisfaction in MNCs operating in Kenya, where the organizational structures, policies, practices, and cultures may differ from those of local or national companies was necessary. Therefore, this study filled the contextual research gap by examining the effects of flexible work arrangements on job satisfaction of employees in multinational companies in Nairobi, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to determine the effects of flexible work arrangements on job satisfaction of employees in multinational companies in Nairobi, Kenya.

1.3.2 Specific Objectives

The following were the specific objectives of the study:

- i. To determine the effect of flexibility in work location on job satisfaction of employees in multinational companies in Nairobi.
- ii. To ascertain the influence of flexibility in work scheduling on job satisfaction of employees in multinational companies in Nairobi
- iii. To establish the influence of flexibility in the number of hours worked on job satisfaction of employees in multinational companies in Nairobi.

1.4 Research Questions

The study questions were as follows:

- i. What is the influence of flexibility in work location on job satisfaction of employees in multinational companies in Nairobi?
- ii. What is the influence of flexibility in work scheduling on job satisfaction of employees in multinational companies in Nairobi?
- iii. What is the influence of flexibility in the number of hours worked on job satisfaction of employees in multinational companies in Nairobi?

1.5 Significance of the Study

The study on how FWA affects job satisfaction at MNCs in Nairobi, Kenya, would be helpful to the government and policymakers, and practitioners.

1.5.1 Policy Implications

The study's insights into how flexible work arrangements (FWA) influenced job satisfaction in MNCs operating in Nairobi, Kenya, hold significant implications for government policymakers. By understanding how FWAs are utilized by MNCs, policymakers can formulate and implement flexible work regulations that benefit both employers and employees. This knowledge can inform regulatory frameworks overseen by the Ministry of Labour, guiding policies related to collective bargaining agreements, occupational safety, and employee welfare. Anticipated outcomes include MNCs aligning their work policies with regulations and adopting measures to enhance employee welfare, thereby contributing to national economic progress while prioritizing employee well-being.

1.5.2 Practical Implications for Management

The findings of this study will provide valuable insights for management teams in Nairobi-based MNCs, enabling them to better comprehend the impact of flexible work schedules on employee productivity and job satisfaction. Armed with this understanding, management can implement effective workplace policies that support the adoption of FWAs within their organizations. Moreover, the study's findings may encourage further adoption of FWAs by both MNCs and local businesses, facilitating informed decision-making regarding the application and implementation of flexible work policies.

1.5.3 Theoretical Contribution

From a theoretical perspective, this study is poised to attract significant interest from academia, enriching the current body of knowledge on flexible work arrangements and their impact on job satisfaction. The research findings served as a valuable reference for future studies, shedding light on areas within the realm of FWAs that warrant further investigation and facilitating cross-country comparisons. By elucidating the extent to which HR strategies related to FWAs influence employee job satisfaction in MNCs, this

study advanced our understanding of the complex interplay between flexible work practices and organizational outcomes.

1.6 Scope of the Study

This study sought to determine the effect of flexible work arrangements of MNCs in Nairobi County in Kenya. The study focused on flexible work arrangements options adopted by Multinational corporations within Nairobi County in Kenya. Operationalization of variables was based on the classifications by Klindžić and Marić (2019), these variables included flexibility in number of hours worked, flexibility in location and flexibility in work scheduling. Job satisfaction was measured using Minnesota Satisfaction Questionnaire (MSQ) which is a standardised tool by Weiss et al (1967) used to measure job satisfaction.

1.7 Operational Definition of Terms Used

Extrinsic Job Satisfaction: pertains to the satisfaction employees within multinational companies in Nairobi, Kenya, experience due to external factors associated with their job. This encompasses aspects like compensation and benefits, the work environment, relationships with colleagues and superiors, and other factors external to the core job tasks, with the aim of understanding its correlation with flexible work arrangements in the local context.

Flexibility in Number of Hours Worked: the latitude employees within multinational companies in Nairobi, Kenya, have in determining the quantity of hours they dedicate to their work. This flexibility allows employees to work fewer or more hours than traditional full-time employment, either on a regular or occasional basis, based on their job roles and individual choices, with the intention of establishing its impact on their job satisfaction.

Flexibility in Work Location: the extent to which employees within multinational companies in Nairobi, Kenya, have the option to choose or vary their physical work setting. This flexibility enables employees to work from various locations, including but not limited to the traditional office, remote locations (such as home or offsite), or other settings, according to their job requirements and personal preferences, with the aim of determining its impact on their job satisfaction.

Flexibility in Work Scheduling: the degree to which employees within multinational companies in Nairobi, Kenya, can adjust their work hours, start and end times, or workdays to accommodate their personal needs and preferences while fulfilling their job responsibilities, with the objective of ascertaining its influence on their job satisfaction.

Intrinsic Job Satisfaction: the extent to which employees within multinational companies in Nairobi, Kenya, derive satisfaction from the inherent aspects of their job. This includes factors such as the nature of the work, the degree of autonomy, opportunities for skill development, and the sense of achievement derived from performing their tasks, with the overarching goal of assessing its relationship with flexible work arrangements.

Multinational Company/ Multinational Corporation (MNC): a large and influential organization that operates across multiple countries, engaging in various business activities and serving diverse international markets. These companies have a global presence, a culturally diverse workforce, and complex organizational structures to navigate the intricacies of different markets while adhering to local regulations. They play a crucial role in the global economy, impacting trade, investment, and employment on an international scale.

1.8 Chapter Summary

This chapter presents a general overview of this study. The introduction provides the background of the study as regards to FWAs forms affecting employee job satisfaction in Multinational corporations in Nairobi. The problem statement and the study's objective are presented in this chapter. The study's research goals, significance, scope, and explanation of key words as they relate to the study are also clearly outlined.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section presented the literature review of studies relevant to this research. Theories on which this research was grounded were discussed. The literature was reviewed in terms of the study objectives in considering job satisfaction and the flexible work arrangements.

2.2 Theoretical Review

This subsection deliberated the theories on which the research is grounded. This study was based on two key theories: Herzberg's Two Factor Theory that supports job satisfaction, and flexible firm theory which underpins flexible work arrangements.

The choice of Herzberg's Two Factor Theory and the Flexible Firm Theory as the theoretical foundations for this study was justified by their relevance to understanding the relationship between flexible work arrangements (FWAs) and job satisfaction. The Flexible Firm Theory, proposed by Atkinson (1984), elucidates the concept of organizational adaptability in response to market changes through adjustments in labor utilization and production methods. This theory posits that FWAs enable organizations to achieve flexibility in workforce deployment, thereby enhancing their competitive advantage (Dettmers, Kaiser & Fietze, 2013). By examining how FWAs align with the principles of the Flexible Firm Theory, this study aimed at exploring how organizations can leverage flexible work practices to remain responsive in dynamic market environments.

Furthermore, Herzberg's Two Factor Theory provided insights into the determinants of job satisfaction, distinguishing between motivators and hygiene factors. While FWAs may serve as hygiene factors by mitigating dissatisfaction related to work environment issues, they may also act as motivators by offering opportunities for personal growth and autonomy (Herzberg et al., 1968). By applying Herzberg's theory, this study sought to delineate how different aspects of FWAs influence employees' overall job satisfaction, shedding light on the nuanced interplay between flexible work practices and employee motivation. Thus, the selection of these theories underscored the comprehensive

exploration of the complex relationship between FWAs and job satisfaction in multinational corporations operating in Nairobi, Kenya.

2.2.1 Flexible firm theory

The flexible firm theory is an economic concept that was proposed by Atkinson (1984), and it proposes that businesses can adapt to changes in market conditions by adjusting the amount of labour they employ, the type of products they produce, and other factors. According to Dettmers, Kaiser and Fietze, (2013), the widely held notion that flexible work arrangements enable an organisation to adjust its personnel to changes in the working environment is partly based on Atkinson's (1984) ground-breaking "flexible firm" theory. They argue that employees are increasingly in favour of unorthodox working arrangements (such as "temps" or contract employees) and flexible work schedules. Flexibility means having the ability to choose how, when, and for which organisation you want to work, from the perspective of the employee. Ahmed (2015), adds that, Financial flexibility on the other hand is the company's capability to adjust employment costs to replicate the state of supply and demand in the job market in a way that supplements the objectives of functional and numerical flexibility. Therefore, the flexibility in work arrangements is crucial in the development of competitive advantage through the placement and reorganisation of human resources (Kidombo, 2009).

This theory was relevant to this study since in the context of flexible work arrangements, the flexible firm theory and flexible work arrangements are related in that both involve the ability of businesses and workers to adapt to changes in market conditions and to respond to the needs of their customers and clients (Burgess, 1997). Flexible firm theory proposes that businesses can adapt to changes in the market by adjusting their production levels, the types of products they offer, and other factors. Flexible work arrangements, on the other hand, involve allowing employees to have more control over their work schedules and the way they perform their jobs. This can include options such as telecommuting, part-time work, and flexible scheduling. Both flexible firm theory and flexible work arrangements can help businesses and workers to be more responsive to changes in the market and to better meet the needs of their customers (Anell & Wilson, 2000).

The flexible firm theory highlighted the importance of organisational flexibility to remain competitive and responsive in the market and one of the ways to achieve that is through the implementation of flexible work arrangements which benefit both the company and the employees (Burgess, 1997). Furthermore, a company that can respond to the changing needs of the market and its employees by implementing flexible work arrangements is more likely to have a more satisfied and engaged workforce. This study therefore underpinned flexible work arrangements on flexible firm theory.

2.2.2 Herzberg's Two Factor Theory

Also referred to as the motivation-hygiene theory, the two-factor theory was conceptualised by Herzberg (1959) after he concluded that it was scientifically incorrect to suppose that variables in the opposing state were automatically operating as two different ends of one band. This theory posits that there exist two distinctive continua on which to place job satisfaction and dissatisfaction (Evans & Olumide-Aluko, 2010). Herzberg (1968) specified that there are some elements of a job which offer positive satisfaction for workers, and these are referred to as motivators which include such things like advancement, achievement, and recognition. However, some elements of a job may only result in dissatisfaction and these aspects are referred to as dissatisfiers or “hygiene factors” which included supervision, salary, and company policy.

Herzberg two-factor theory suggested that when elements that promote job satisfaction reduce, the specific employee simply shifts to a neutral status of satisfaction which is referred to as “no satisfaction” which is not essentially a position of job dissatisfaction (Evans & Olumide-Aluko, 2010). Conversely, whenever the elements that promoted dissatisfaction for the employee were decreased, the concerned employee shifted to a position of “no dissatisfaction” or neutral status of dissatisfaction instead of a state that can be defined as satisfaction (Richard, 2012).

The two-factor theory identified motivation factors and hygiene factors that influenced the satisfaction level of employees at their respective places of work (Herzberg et al., 1968). Motivation factors are elements that encourage job satisfaction, and these include the work itself, responsibility and career advancement, recognition, and achievement (Evans & Olumide-Aluko, 2010). These factors are inherent and act as the only factors that motivate

workers to do their job duties and gain job satisfaction. Hygiene factors on the other hand are extrinsic to work accomplished and includes interpersonal relations, salary, working conditions, the company's administrative policies and supervision (Saglam, 2008).

Herzberg's two-factor theory emphasised right on the factors that lead to job satisfaction of employees which among the objectives of this study and the theory has made it easy for managements of corporations to differentiate the satisfiers from dissatisfiers. The assumptions of the theory are crucial to this study since one can understand the changes in job satisfaction of employees based on the dimension investigated, in this case the flexible working arrangement which is a hygiene factor (Maidani, 1991). Herzberg theory is linked to the job satisfaction dimensions that form part of this study.

According to the Herzberg two-factor theory, there were two types of factors that can influence an individual's job satisfaction: motivation factors and hygiene factors. Motivation factors are those that are intrinsic to the job and that lead to positive feelings about the job when they are present. These factors include things like recognition, achievement, and personal growth. Hygiene factors, on the other hand, are extrinsic to the job and are concerned with the overall work environment. These factors include things like salary, working conditions, and company policies (Stello, 2011). According to Herzberg, hygiene factors are necessary to prevent dissatisfaction, but they do not necessarily lead to satisfaction on their own. Instead, it is the motivation factors that are most important in determining overall job satisfaction (AlFayad & Arif, 2017).

This theory was relevant to this study and underpinned job satisfaction owing to several reasons. While hygiene issues were not the basis of satisfaction, the issues must be taken care of first to set up an environment in which employee motivation and satisfaction are possible. Hygiene issues such as company policies, supervision, salary, interpersonal relations and working conditions, cannot motivate employees but can minimise dissatisfaction, if properly managed. On the other hand, motivating factors, such as achievement, recognition, the work itself, responsibility, and advancement, create satisfaction by fulfilling individuals' needs for meaning and personal growth. Considering flexible work arrangement as a hygiene issue that can minimise dissatisfaction and the

work itself as a motivator, this study underpinned job satisfaction on Herzberg's two factor theory.

2.3 Empirical Review

This subsection presented existing studies on the effects of flexible work arrangements on job satisfaction of employees.

2.3.1 Flexibility in Work Location and Job Satisfaction

Flexibility in work location refers to the ability to work from a location outside of the traditional workplace. This may include telecommuting, teleworking, neighbourhood work centres, satellite offices, and mobile employees (Kurland & Bailey, 1999). For example, an employee may work from home, a coworking space, or a coffee shop, rather than from the main office of their organisation. This type of flexibility allows employees to choose a location that is most conducive to their productivity and well-being. Dessler (2015) on the other hand argues that homeworking/telecommuting is an arrangement that enables employees to work at home for some days or work entirely from home. He adds that employees may use technology to connect to the workplace, a trend that is becoming common for the millennials.

Nadeem and Henry (2003) associated flexibility of workplace location with better employee, higher commitment to organisation, motivation, satisfaction, productivity and morale. Chatterjee et al (2021) on their research titled "Does remote work flexibility enhance organisation performance? Moderating role of organisation policy and top management support"; In operationalizing flexibility in work location, they used remote working either from office or home. They highlighted that if companies implement and utilise 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. In contrast, according to Mason (2020) remote work can be damaging to the well-being of employees, their motivation, and the workers' ability to perform their duties productively.

In another study by Chung and Der Lippe, (2018) on flexible working, work-life balance, and gender equality, they established that there is increasing demand for more flexibility

in the workplace especially from the younger generation. Recent reports show that the majority of millennials would like the opportunity of telecommuting and/or have flexible hours. It is most likely that in the future, flexible working will become the norm rather than the exception in most jobs. Further, Andrade, Westover and Kupka (2019), in their study of the role of work-life balance and worker scheduling flexibility in predicting global comparative job satisfaction found that there was a clear linear relationship between flexible work arrangement, with the results indicating that working from home increased employee's job satisfaction while working on weekends negatively affected employee job satisfaction.

Caillier (2018) came to the conclusion that when the number of teleworkers increases in agencies, the number of employees quitting lowers in his study titled "Do Flexible Work Schedules Reduce Turnover in U.S. Federal Agencies?" He suggested increasing the number of teleworkers since this would help them manage work-family conflicts and lower the rate of employee turnover.

Atoko (2021) investigated 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. This is however in contradiction to the findings of Mason (2020).

Karácsony (2021) in a similar study investigated the impact of teleworking on job satisfaction among Slovakian employees in the era of COVID-19 by targeting the employees of Slovakian organisations who were teleworking in December 2020. Using the snowball technique, the study sent out 709 questionnaires to respondents and the data received was analysed using SPSS. The results indicated that teleworking introduced because of the coronavirus pandemic had a significant positive effect on job satisfaction of the observed Slovakian employees. These findings are in agreement with Atoko's (2021) findings but contradict the findings of Mason (2020). Further, the study established that

the relationship between the managers and their subordinates had improved, and work-life balance had also developed positively owing to teleworking.

Tori et al (2021) examined the effect of the introduction of telework on job performance and satisfaction in the US by use of a systematic literature review. The study carried out a systematic review of 2 databases which included 21 studies with the aim of conducting a comprehensive analysis of the effect of the introduction of telework on both productivity and job satisfaction across the United States. The findings from the analysis indicated a positive relationship between the implementation of telework at workplaces and both performance and job satisfaction of employees. The findings of this study are in agreement with the findings of Atoko (2021) and Karácsony (2021) but contradict Mason (2020).

Another study confirms the findings of Atoko (2021), Tori et al (2021), and Karácsony (2021) but contradict Mason (2020). In their qualitative content analysis study on teleworking and its influence on job satisfaction, Zöllner and Sulíková (2021) carried out an extensive literature review by evaluating 34 studies utilising quantitative, qualitative, and mixed method designs from different databases such as Web of Science, SpringerLink, SCOPUS, ResearchGate, Google Scholar, Google Search and Wiley Online Library. Their study established that the increase in frequency of teleworking has a positive impact on job satisfaction, although it includes some negative factors linked to social and isolation at work and identified threats in career advancement.

Abilash and Nitha (2021) did an empirical study on telecommuting, job performance, job satisfaction and employees' commitment during pandemic circumstances. Data was collected by circulating a questionnaire to a sample of 220 employees of the Education sector in Oman working from home selected by convenience sampling data in April and May 2020. The data was analysed using descriptive statistics, coefficient of correlation and one sample t-test method, and the result indicated a positive relationship between employee commitment and job satisfaction during the implementation of telecommuting. Further, the study observed that telecommuting can align routine work and official meetings during the coronavirus pandemic thus employers should ensure the work environment is appropriate before adopting the telecommuting technique. Schall's (2019) study corroborates these findings.

Similarly, Ilozor et al (2001) did a study on how management communication strategies determine job satisfaction in telecommuting. The study surveyed a sample of 43 telecommuters largely from IBM Australia and the data was analysed using Pearson's product moment correlation. The results indicated that 11 elements of the strategies have significant influence on the job satisfaction of employees who telecommute. These factors include goals and objectives, communicating job responsibilities, job expectations, providing appropriate equipment, communicating freely and regularly, training and career development, and regular review of work and salary. The results corroborate the findings of Schall (2019) and Abilash and Nitha (2021).

Schall (2019) studied the relationship between remote work and job satisfaction with perceived autonomy, work-family conflict, and telecommuting intensity being the mediators in the study. 185 employees at a multinational professional services company in Northern California and Pacific Northwest participated in the online survey. The study established that remote work had a positive relationship with job satisfaction. Specifically, telecommuting intensity (the degree of working remotely) was found to influence their job satisfaction. The results from Schall (2019) are confirmed by the findings of Abilash and Nitha (2021).

2.3.2 Flexibility in Work Scheduling and Job Satisfaction

Flexible work schedules are modifications to an employee's regular work schedule made on a regular or sporadic basis to address the demands of the employee's work/life balance or the operational requirements of the department. The modified schedule must be in writing, meet the organisation's ongoing operational demands, and permit enough control of the employee's performance. Adjustments to flexible work schedules may be changed or cancelled at any moment by management (University of North Carolina, 2009). Flexible work schedules are a crucial issue for industrial and organisational psychology because they reflect how human resource practices have changed in response to the changing nature of work as evidenced by a labour force that is more diverse in terms of their availability for work and by the radically altered designs of work systems brought about by a 24-7 global economy (Kossek, 2011).

The findings of structural equation models by De Menezes and Kelliher (2017) show that formal flexible work has an average negative direct consequence while informal flexible employment has an average positive indirect impact. Additionally, flexible scheduling, according to Al-Rajusi (2012), improves an organisation's employee retention while reducing absenteeism and tardiness rates. The focus of Manne's (2014) study was the use of flexible work practices by working dads and job satisfaction. According to the poll, flexible techniques to managing various jobs and responsibilities would increase workers' satisfaction. Essien and Edwinah (2017) study established the adoption of flexible work schedules in organisations positively influences employee emotional, continuation and normative commitment to their jobs and in turn job satisfaction thus management should strongly engage in the adoption of flexible work time schedules within its labour force so as to improve and sustain staff commitment to work.

Flexible work practices are crucial for increasing productivity, lowering costs, and reducing risk management, according to a study by Sakwa (2008) on the factors influencing their use in Nairobi manufacturing businesses. As a result, the company's outcomes—including performance, absenteeism, and turnover—are negatively impacted. A study by Kipkoech (2018) on flexible working arrangements on employee performance in Kericho county referral hospital Kenya. Sought to determine the effect of flexible working arrangement on employee performance in Kericho County Referral hospital in Kericho. The study found that flexible working schedules are important to the job satisfaction and performance of employees in a company. In his study, Kipkoech (2018), operationalized a flexible work schedule to include temporary contracts, work shifts, and part-time work. The findings of his study indicated that temporary contracts, work shifts, and part-time work had a positive influence on employee performance and therefore should be implemented as some of the FWAs strategies.

Research by Kangogo and Wanambiro (2019) on the “Influence of flexible working schedules on organisational commitment of employees in the hospitals in Nakuru town, Kenya”, produced the same results as those of Kipkoech (2018). Their 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 study operationalised flexible working schedules to include part time work

and flexible career path. The findings indicated that flexible working schedules substantially impact organisational 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.

Although their topic was different in that it focussed on productivity, 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. The results are supported by the findings by Kangogo and Wanambiro (2019). Accordingly, Njiru (2016) in his study on the influence of flexible work practices on employee performance in the public sector: A case of ministry of interior and coordination of National Government, Embu County; established that the institution did have flexible work practices policy in place. The study recommended that the institution should provide other forms of flexible practices, for instance, shift, part-time and weekend work.

2.3.3 Flexibility in Number of Hours Worked and Job Satisfaction

According to the University of North Carolina (2009), flexible work hours are short-term adjustments to an employee's regular work schedule made to accommodate an unanticipated, infrequent, or short-notice event. The employee benefits from the flexibility by not having to work more than 40 hours per week or take paid or unpaid time off for absences. For instance, as described by Avery and Zabel (2001), instead of working five 8-hour days, employees may choose to work four 10-hour days. Employees can better manage their calendars as a result, which can help them balance their personal and professional life. Employees must still operate within the constraints imposed by

management, nevertheless. Any flexible work hour modification is entirely at the management's discretion and is not subject to dispute.

According to Stavrou (2005), this category of FWA includes things like annual hours contracts, which are agreements between an employer and an employee outlining the number of hours the worker must work annually, weekend work, which is an arrangement that allows people to extend their work hours into the weekend so they can take time off during the rest of the week, and overtime. Avery and Zabel (2001) show that the origins of flexitime, also known as flexible working hours, can be found in Germany in the 1970s, when employees were given the freedom to decide when to arrive or depart for work. Specifically, this was done to help people take care of their own personal needs. It was carried out, nevertheless, within management's guidelines. The work technique allows employees to work for a certain amount of time with some flexibility. It enables employees to select from a list of available work hours limits. The organisation sets certain limits and the core period. Employees are granted some degree of flexibility for the remaining hours of the workday as long as they are present during the core hours, which are typically the busiest times of the day.

According to Noe (2008), flexible working hours can be implemented in a variety of ways depending on the kind of business. One method that flexible working hours are implemented is by putting in place a system that allows employees to accrue extra hours, which they can then use to extend their breaks or arrive at work later. However, the relevant line management must authorize these. Call centers and assembly lines are two settings where flexible work schedules can be successfully utilized. This is because workers need to be scheduled in both situations in order to handle problems that clients are having while they are on the phone. Employees in other businesses, where the workflow is not based on customer demand, might be permitted to establish their own start and end times for work.

Flexible working hours can be implemented by companies, by determining the core time that each employee must work. The employees can then decide on how many hours they want to work over a given amount of time by using the system. Employees have the option to stay in the office or go after completing the required number of hours. The start and end times of lunch breaks shall be determined by the employer. The time that workers are

expected to depart the office is also determined by the company. From the moment of arrival to the time of departure, the core working time is then integrated. Line managers can arrange and administer meetings and supervision by using core working hours. (Avery & Zabel, 2001).

The concept of the compressed workweek is most frequently associated with flexibility in the duration of the workweek, which frequently entails packing the regular number of hours of work into fewer, longer blocks throughout the week. In this flexible work setting, employees can opt to work a few days of longer hours; for instance, instead of working five 8-hour days, they can choose to work four 10-hour days. Employees can better manage their calendars as a result, which can help them balance their personal and professional life. Employees must still operate within the constraints imposed by management, nevertheless (Avery & Zabel, 2001). Opuko and Munjiri (2017), observed that professionals and high-level employees are more likely than low-level employees to gain from flexible work schedules. Additionally, flexible work schedules are less likely to help individuals in the industrial and service sectors. (Van Dyne, Kossek & Lobel 2008). Opuko and Munjiri (2017), argues that the ability to work from home has made many workers more productive and focused. They maintain that workers should be treated like adults as long as they are accomplishing their goals and objectives. However, if flexible work schedules are not carefully enforced, employees may abuse them.

Golden (2001) notes that workers may prefer working longer hours for a variety of reasons. Their varying amounts of consumption are one factor. Workers who consume a lot may be more willing to put in longer hours to pay for the products and services they want. Relative salary rates are another aspect. He adds that employees may be more inclined to choose longer workweeks if they are paid more for putting in more hours. Another element that may impact employees' preferences for longer hours is job stability. Employees may be more likely to put in more hours to further their careers or perform better on the job if they feel comfortable in their current position. New communications technologies can also have an impact. These new technologies make it simpler for employees to communicate with their co-workers and clients outside of regular business hours, which may encourage them to put in more time at the office.

Kiran and Khurram (2018) in their study on flexitime and employee happiness at the workplace in Software Houses, aimed to establish how internal workplace flexibility and employee happiness are related. The data for the study was collected through self-administered questionnaires from 358 participants working in 10 registered software houses of Lahore, Pakistan. Results from the non-parametric analysis of the data indicated that flexitime has a positive association with affective organisational commitment, employee engagement, job satisfaction and consequently employee happiness.

Another research carried out by Setiyani, Djumarno, Riyanto and Nawangsari (2019), on the effect of work environment on flexible working hours, employee engagement and employee Motivation 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 organisations appear to enjoy the fringe benefits of flexible working time schedules with at best a number of their workers (Wolf & Beblo 2004).

In another related paper, Abid and Barech (2017) carried out a study on the impact of flexible working hours on the employee's performance in telecommunications companies. An examination of 200 employees of telecommunications calls centres who were sampled through convenience sampling techniques was conducted. The results which were analysed through simple graphs and frequency distribution indicated that flexibility in the working hours is a source of job satisfaction and the condition of life among workers. These findings are corroborated by Kiran and Khurram (2018) and Setiyani., et. al., (2019).

Similarly, Rahman (2019) studied the impact of flexible work arrangements on job satisfaction among the female teachers in the Higher Education Sector in Bangladesh. Primary data was collected from 203 female teachers and was analysed using SPSS. The results confirmed that flexitime schedule has a positive and significant impact both on employee job satisfaction and work-life balance as well as work-life balance has a positive

impact on job satisfaction. The study findings are corroborated by Abid and Barech (2017), Kiran and Khurram (2018) and Idowu (2020).

2.4 Research Gap

The research gap identified in the literature review revealed a predominant focus on the effects of flexible work arrangements (FWAs) on employee performance and productivity, with limited attention given to employee job satisfaction as the primary variable of interest. While existing studies acknowledged employee satisfaction as a sub-variable contributing to overall performance, they did not delve deeply into the direct impact of FWAs on job satisfaction. This study sought to address this gap by placing employee job satisfaction at the forefront and examining how FWAs influenced job satisfaction specifically within multinational companies (MNCs) in Nairobi County, Kenya. Unlike previous research, which predominantly treated employee satisfaction as an ancillary outcome, this study aimed to explore the nuanced relationship between FWAs and job satisfaction as the central focus.

Moreover, existing studies by Kiran and Khurram (2018), Setiyani et al. (2019), and Abid and Barech (2017) identified the influence of flexibility in working hours on job satisfaction, yet they did not provide comprehensive insights into the extent to which flexibility in the number of hours worked and work scheduling impacted job satisfaction. By addressing these questions, this research aimed to fill the gap by elucidating the specific mechanisms through which different aspects of FWAs affected job satisfaction among employees in MNCs in Nairobi. Thus, this study contributed to the existing literature by offering a more nuanced understanding of the relationship between FWAs and employee job satisfaction, thereby enriching scholarly discourse and informing organizational practices in the context of multinational companies operating in Kenya.

The research gaps are summarised in table 2.1 as follows.

Table 1. Summary of Knowledge Gaps

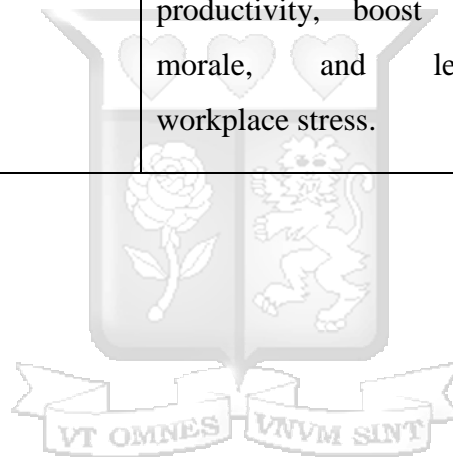
Study	Focus of Study	Findings	Research Gap	Focus of current study
Karácsony (2021)	Impact of teleworking on job satisfaction among Slovakian employees in the era of COVID-19.	Teleworking introduced because of the coronavirus pandemic had a significant positive effect on job satisfaction of the observed Slovakian employees	The study focused only on Slovakian employees	The current study focuses on employees of Kenyan based MNCs
Tori et al (2021)	The effect of the introduction of telework on job performance and satisfaction in the US	The findings indicated a positive relationship between the implementation of telework at workplaces and both performance and job satisfaction of employees.	The study was limited to the United States	The current study focusses on employees of Kenyan based MNCs
Zöllner & Sulíková (2021)	Teleworking and its influence on job satisfaction	The increase in frequency of teleworking has a positive impact on job satisfaction	The study only reviewed existing literature	This study collected primary data
Schall (2019)	The relationship between remote work and job satisfaction: The mediating roles of perceived autonomy, work-family conflict, and telecommuting intensity	Telecommuting intensity (the degree of working remotely) was found to influence their job satisfaction	The study focused on the extent of telecommuting	This study measured telecommuting and its influence of job satisfaction
Abilash & Nitha (2021)	Telecommuting: An Empirical Study on Job Performance, Job Satisfaction and Employees Commitment during Pandemic Circumstances	The result indicated a positive relationship between employee commitment and job satisfaction during the implementation of telecommuting	The study focused on employees in Oman	This study examined employees in Nairobi, Kenya.

Ilozor et al (2001)	Management communication strategies determine job satisfaction in telecommuting	11 elements of the strategies have significant influence on the job satisfaction of employees who telecommute	The study examined how communication strategies mediate between telecommuting and job satisfaction	This study examined the correlation between job satisfaction and telecommuting.
Kiran and Khurram (2018)	Flexitime and employee happiness at workplace: A quantitative study of software houses	Flexitime has a positive association with affective organisational commitment, employee engagement, and job satisfaction	The study focused on employees in Pakistan	This study examined employees in Nairobi, Kenya.
Abid and Barech (2017)	The impact of flexible working hours on the employees' performance	flexibility in the working hours is a source of job satisfaction and the condition of life among workers	The study investigated the influence of flexible working hours on performance as the key objective	The key objective was to determine the influence of flexitime on job satisfaction
Aziz-Ur-Rehman, M & Siddiqui, D. A. (2019)	Impact of Flexible Work Arrangements on Job Satisfaction Among the Female Teachers in the Higher Education Sector	flexitime schedule has a positive and significant impact both on employee job satisfaction	The target population was female teachers	The study targeted both genders and was not limited to a particular gender
Chatterjee et al (2021)	Does remote work flexibility enhance organisation performance? Moderating role of organisation policy and top management support	The study established that a remote working system helps employees achieve satisfaction and consequently affect productivity.	Study focused on local organisations in India	The study focused on MNCs in Kenya

<p>Chung, H., & van der Lippe, T. (2018)</p>	<p>Flexible working, work-life balance, and gender equality</p>	<p>The findings of the studies demonstrate that gender is important in determining the outcome of flexible working arrangement.</p>	<p>The study concentrated on evaluating how gender and class interacted, and the effects of various flexible working arrangements on different gender and class. The study was also limited to organisations in the United States.</p>	<p>The study was not limited to gender and class, and focused on MNCs in Nairobi Kenya.</p>
<p>Atoko S., R.(2021)</p>	<p>The Impact of Remote Working on Employee Performance During the Coronavirus (COVID19) Pandemic.</p>	<p>The study's findings demonstrated that employees' performance during the coronavirus (COVID-19) pandemic has been favourably impacted by working remotely.</p>	<p>The study focused on employee performance, and the data was largely from google doc which is a secondary source</p>	<p>The study focused on employee job satisfaction and source of data was primary.</p>
<p>Tehseen S., and Ul Hadi N., (2015)</p>	<p>Factors Influencing Teachers' Performance and Retention</p>	<p>The study identified working conditions, administrative support and student behaviour as impactors of teacher's job</p>	<p>The study only focussed on teachers, working conduction and administrative support</p>	<p>The study focused on flexible work arrangements on all MNC from different sector of the economy and how they affect employee job satisfaction.</p>

		satisfaction and consequently their performance and retention.		
Setiyani, Djumarno, Riyanto and Nawangsari (2019)	The Effect of Work Environment on Flexible Working Hours, Employee Engagement and Employee Motivation.	According to the study's findings, flexible work schedules improve productivity, boost staff morale, and lessen workplace stress.	The study focused on millenials supervisors in manufacturing and service industries in Indonesia	The study focused on all cadres of employees regardless of age and position. The study also focused on MNCs in Nairobi , Kenya

Source: Researcher (2023)



2.5 Conceptual Framework

The conceptual framework displayed the relationship between flexible work arrangements and job satisfaction of employees of MNCs (figure 1). Flexible work arrangements were measured in terms of flexibility in work location, flexibility in work scheduling, and flexibility in working hours (Klindžić and Marić, 2019), whereas the job satisfaction were measured by intrinsic and extrinsic factors (Weiss et al., 1967).

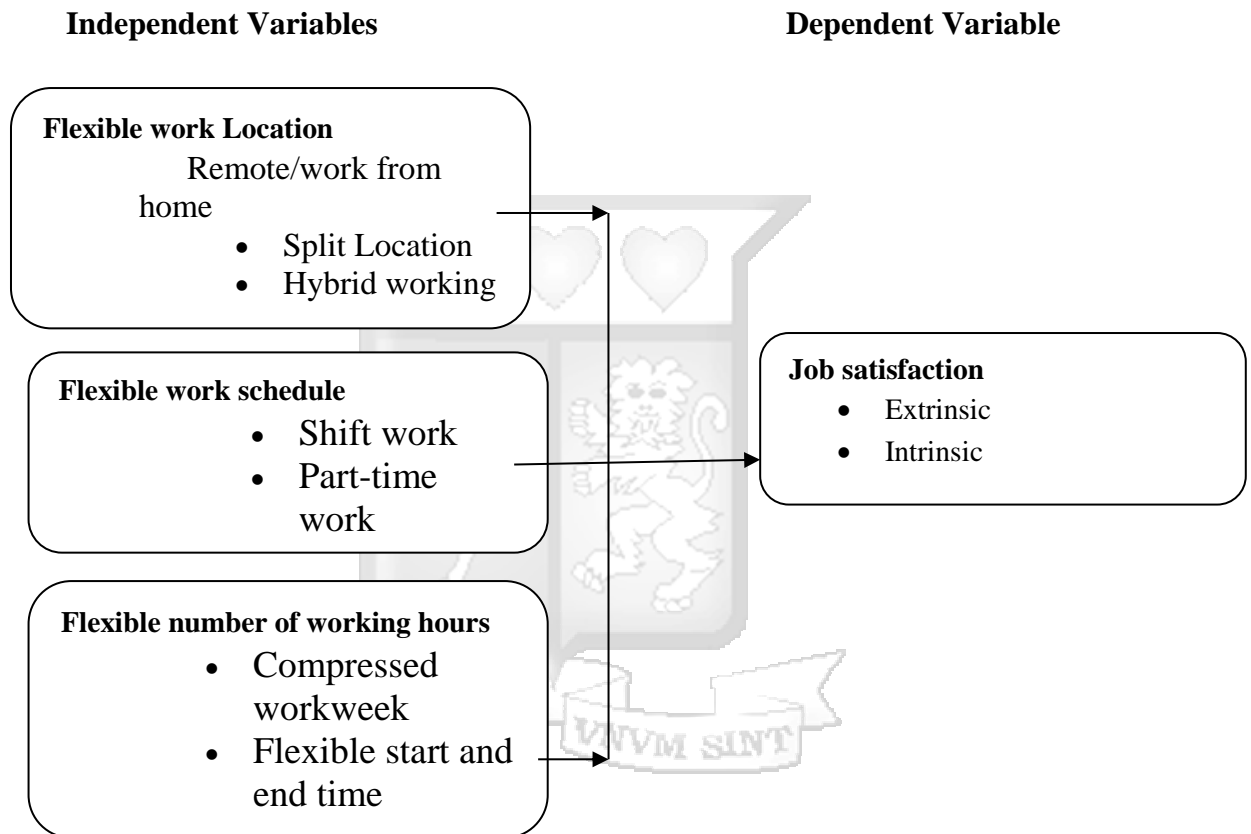


Figure 1. Conceptual framework

Source: Researcher (2023)

Corresponding to the literature reviewed in the research, the conceptual framework in figure 1 established the relationship between flexible work arrangements and the job satisfaction of employees of MNCs. The framework hypothesized that flexible work significantly influenced the job satisfaction of employees of MNCs in Nairobi.

2.6 Operationalization of Study Variables

Operationalization of variables permitted the reduction of abstract concepts of theories into measurable categories so that indicators could be used to measure them. A five-point Likert scale oscillating from 1=strongly disagree to 5=strongly agree was utilised to evaluate the dependent and independent variables of the study. The indicators were summarised in table 2.

Table 2. Operationalization of Study Variables

Variable	Constructs	Operational Definition	Measurement Scales	Source(s)
Flexible Work Arrangements	Flexibility in work location	Flexibility in the place of work involves working away from the traditional work setups 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	Mamaghani, (2012)
	Flexibility in work scheduling	This refers to the flexibility in the arrangement of hours, that is, flexibility in when people work.	Five-point Likert scale 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree	Spreitzer et al., 2017; Shagvaliyeva & Yazdanifard, 2014; Maxwell et al., 2007
	Flexibility in number of hours worked	Flexibility in the number of hours refers to how long people work.	Five-point Likert scale 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree	Spreitzer et al., 2017; Shagvaliyeva & Yazdanifard, 2014; Maxwell et al., 2007
Job Satisfaction	Intrinsic job satisfaction	A sense of accomplishment or personal growth because of performing the job, or from	Five-point Likert scale 1-Strongly Disagree 2-Disagree 3-Neutral	Hertzberg et al (1957)

		feeling that the work is meaningful or makes a positive impact on others.	4-Agree 5-Strongly Agree	
	Extrinsic job satisfaction	Satisfaction from factors outside of the work itself, such as the work environment, salary, benefits, and opportunities for advancement.	Five-point Likert scale 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree	Hertzberg et al (1957)

Source: Researcher (2023)

2.7 Chapter Summary

This chapter examined the theoretical and empirical literature that pertain to the study. The theories relevant to this study were reviewed as well as empirical literature review in terms of employee satisfaction and flexible work arrangement practices. The research gaps arising from the review of current research were also summarised. The conceptual framework was presented to show the intercorrelation between variables, whereas the description of variables and their measures were indicated in the operationalization table.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discussed the technique used in carrying out the research, including data collection, data analysis and presentation of study results. The section comprised the research design, population and sampling, data collection and analysis, and ethical considerations of the study.

3.2 Research Design

Research design refers to the plan and structure of the inquiry used to answer research questions and articulate the relationship between research variables (Cooper & Schindler, 2008). It helps to allocate resources effectively by identifying key components of the study methodology (Trochim, 2006).

Descriptive research design was used in the study. Descriptive research seeks to establish factors associated with certain occurrences, outcomes, conditions, or types of behaviour. Descriptive research is a scientific method of investigation in which data is collected and analysed in order to describe the current conditions, terms or relationships concerning a problem. A descriptive study is carefully designed to ensure complete description of the situation, making sure that there is minimum bias in the collection of data and to reduce errors in interpreting the data collected (Kothari, 2004). The study chose a descriptive design because it wanted to accurately describe the characteristics of the study variables.

3.3 Population and Sampling

3.3.1 Target Population

According to Mugenda and Mugenda (2003), population refers to a group of events, individuals, or objects that share a common characteristic and can be studied. From literature (Daniel, 2012; Sekaran & Bougie, 2013) population is described as the universe or entire collection of people, events or objects of interest for which a researcher wants to study. According to KNBS there were a total of 1382 persons employed by 52 MNCs in Nairobi County in Kenya by 2021(KNBS,2022). Therefore, the target population of the study was 1382 employees.

3.3.2 Sampling Design

According to Kothari (2004), a sample is the portion of the population that has been chosen for scrutiny and examination. As such, the process of obtaining a representative sample of the subject is known as sampling. Purposive sampling was employed by the researcher to represent the topic under investigation, after the state of the population under investigation was determined. Simple random sampling was used to interview individual respondents. Purposive sampling was employed to select individual respondents for interviews. As defined by Mugenda and Mugenda (1999), a stratum encompasses a subset of the population where individuals share distinct opinions, backgrounds, and behaviors pertinent to the subject matter. The rationale behind adopting purposive sampling was to facilitate the researcher in acquiring insights from diverse groups, which proved to be instrumental for the study.

To derive the sample size for the study, Yamane's (1967) formula was used:

$$n = N / [1 + N (e)^2]$$

Where:

n is the sample size,

N is the population sample, and

e is the sampling error tolerance.

Applying an error tolerance of 5% and a population sample frame of 1382 employees, the sample size was 310 employees from MNCs within Nairobi County in Kenya.

3.4 Data Collection Method

Primary data was the main source of data for the study. Kothari (2004) describes primary data as first-hand information collected, compiled and published for some purpose. This data was collected from the respondents by the researcher in the form of questionnaires. The respondents were required to fill and return questionnaires. Data was collected from the original source for specified research purpose and respondents gave feedback from their own observations and experiences.

The study employed questionnaires as the primary data collection instrument. According to Wilkinson and Birmingham (2003), questionnaires are widely favored for their cost-effectiveness and efficiency in gathering structured and manageable data. The

questionnaires were self-administered, with the delivery channel facilitated through the human resources email system. Human resources personnel shared the questionnaires with the respondents via their work email addresses. The questionnaire design primarily consisted of closed-ended questions. This format was chosen to ensure that responses provided were relevant and easily analyzable. The researcher carefully formulated the questions to delineate clear dimensions along which respondents were evaluated.

3.5 Data Analysis

The data gathered was organised and cleaned to ensure it was comprehensive and dependable. The data was coded and entered in SPSS for analysis. The data was analysed using descriptive and inferential statistics. Descriptive analysis includes determination of mean, standard deviation, and frequencies. According to Kothari (2004), data analysis procedure includes the process of packaging the collected information, putting it in order and structuring its main components in a way that the findings can be easily and effectively be communicated. After the fieldwork, before analysis, all questionnaires were adequately checked for reliability and verification. Editing, coding and tabulation was carried out.

The choice of using both descriptive and inferential statistics for data analysis was made to provide a comprehensive understanding of the collected data. Descriptive statistics, such as mean, standard deviation, and frequencies, were utilized to summarize and present the main characteristics of the data set, allowing for a clear and concise overview of the data distribution. On the other hand, inferential statistics were employed to draw conclusions and make predictions about the population based on the sample data, facilitating the generalization of findings beyond the study sample. By employing both techniques, the study aimed to ensure a robust analysis that could effectively communicate the key findings and contribute to a deeper understanding of the research objectives.

3.6 Validity and Reliability Tests

This section discussed the validity and reliability tests of the study.

3.6.1 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 measures the variables. The opinions of the experts ensured the essential amendment and remodification of the research instrument thus improving validity. To obtain construct validity, the study obtained variables from comprehensive theoretical models and relevant research.

3.6.2 Pilot Test

Thirty-one (31) sample questionnaires representing 10% of the sample population of 310 were given to respondents in similar categories in 5 MNCs which were not part of the final sample population to ascertain the clarity and relevance of the instrument. This enabled the study to amend or remove any item that was ambiguous or inappropriate and consequently enhancing the quality of the data collection instrument and the validity of the study.

3.6.3 Reliability Test

Reliability refers to the scale to which a calculation method can be relied on to produce 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) contends 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.

The questionnaire was tested on SPSS and the reliability coefficient of the research instrument with Cronbach's alpha (α) was found to be 0.775 (0.8) as indicated in the table below. This data is based on the 31 respondents from 5 MNCs in the pilot test.

Table 3. Reliability tests

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
Flexibility in work location	0.799	0.799
Flexibility in work scheduling	0.740	0.740
Flexibility in number of hours worked	0.785	0.785
Overall score	0.775	0.775

3.7 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 study ensured that research participants were aware that their participation was voluntary and any private data that they shared was treated with utmost privacy and confidentiality. The conduct 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).

3.8 Chapter Summary

This chapter delineated the general methodology that was used in this study to answer the research questions and to accomplish the established research objectives. The chapter discussed the research philosophy, research design, population, sampling design, data collection and data analysis methods.



CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter undertook to analyse and discuss the data collected from the respondents in relation to research objectives and questions. It contains the response rate, qualitative analysis, and quantitative analysis.

4.2 Response Rate

A total of 310 questionnaires were issued. Out of these 268 respondents returned their questionnaires. According to Mugenda and Mugenda (2003) a 50% is considered adequate, 60% is good, and 70% or higher is considered excellent. Based on this assertion; the response rate was at 86.45% which in this case was good.

Table 4. Response Rate

Sample	Frequency	Percentage (%)
Response	268	86.45
Non – Response	42	13.55
Total	310	100

Source: Researcher (2023)

Table 4 above indicates the response rate of the survey from the MNCs in Nairobi County. The results indicated that 86.45% of the 310 respondents filled and returned questionnaires while 13.55% did not respond.

4.3 Demographic Information

4.3.1 Gender of Respondents

The study sought to determine the number of female and male employees in the MNCs in Nairobi County.

Table 5. Gender of Respondents

	Frequency	Percentage (%)
Male	164	60.92
Female	104	39.08
Total	268	100

Source: Researcher (2023)

Table 5 above shows the distribution of respondents by gender. From the table and figure, 60.92% of the respondents were male while 39.08% were female. The results indicate that response to the relevant variable were received from respondents of both genders. The analysis also shows that MNCs in Nairobi adhered to the one third gender rule of employment. The fact that there were more male respondents (60.92%) may be linked with the exploration of the effects of flexible work arrangements on job satisfaction, as it could indicate potential gender disparities in the experiences and perceptions of FWAs.

4.3.2 Age group of Respondents

Table 6. Age Group of the Respondents

	Frequency	Percentage (%)
Below 25 Years	25	9.20
25 – 40	146	54.60
41 – 55	65	24.14
Above 55 years	32	12.07
Total	268	100

Source: Researcher (2023)

Table 6 above indicates the analysis of age group of the respondents. According to the analysis 54.60% of the total respondents were aged between 25 to 40 years while 24.14% were aged between 41 to 55 years. On the other hand, 12.07% and 9.20% accounted for employees aged above 55 years and those aged below 25 years respectively. The distribution of respondents across different age groups provides insight into how age may influence the perception of flexible work arrangements and job satisfaction, aligning with the objective to determine the influence of flexibility in work scheduling on job satisfaction across various age demographics.

4.3.3 Level of Education

Table 7. Level of Education

	Frequency	Percentage (%)
Diploma	22	8.05
Degree	188	70.11
Masters	49	18.39
PHD	9	3.45
Total	268	100

Source: Researcher (2023)

Table 7 above indicates the level of education analysis. According to the analysis 70.11% of the total respondents had degree level of education while 18.39% had master's level education. 8.05% of the employees in MNCs in Nairobi County had diploma level of education while 3.45% had PHD. From the analysis it can be concluded that MNCs recruited most of its staff after they had completed university education. From the results, the study also concluded that minimum requirement for an entry level position was a diploma level education. The predominance of respondents with degree-level education (70.11%) suggests that the study participants are likely to have a certain level of skill and expertise, potentially influencing their perception of flexible work arrangements and their impact on job satisfaction, thus linking with the research objective to establish the influence of flexibility in the number of hours worked on job satisfaction.

4.3.4 Duration of Work

The respondents were asked to indicate the period in years they had been employed by their company. The results were analysed and presented in the table and figure below.

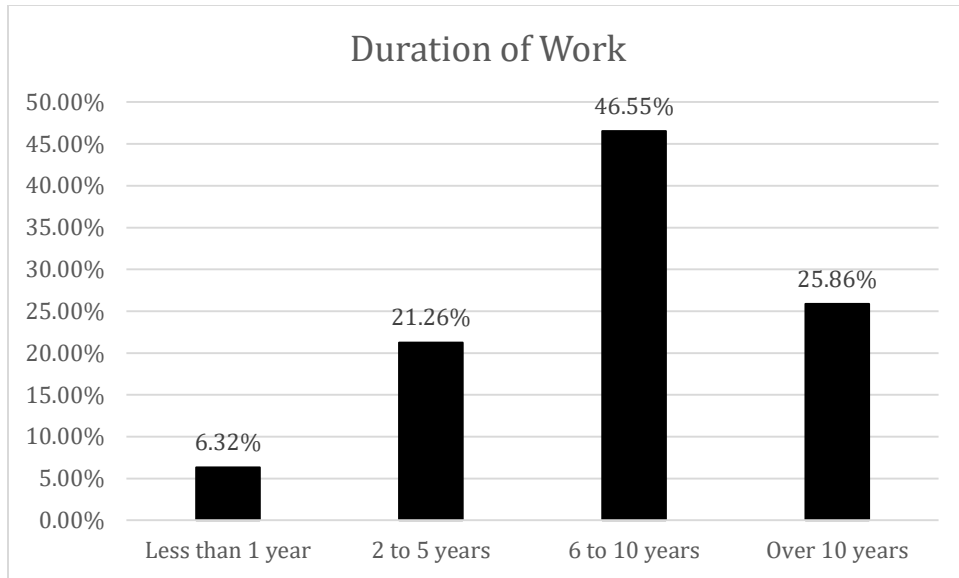


Figure 2. Duration of Work

Source: Researcher (2023)

From figure 2 above majority of employees have worked with the MNCs for a period ranging between 6 to 10 years, this was represented by a response rate of 46.55%. Those that have worked for a period of over 10 years were 25.86% while 21.26% had worked in MNCs for a period of between 2 to 5 years. 6.32% of the employees in MNCs in Nairobi County had worked for less than a year. The duration of work indicates the tenure of employees within MNCs, which can influence their familiarity and adaptation to flexible work arrangements. This aligns with the objective of determining the effect of flexibility in work location on job satisfaction, as employees with longer tenure may have more experience with FWAs and therefore different perceptions of their impact on job satisfaction.

4.3.5 Career Level

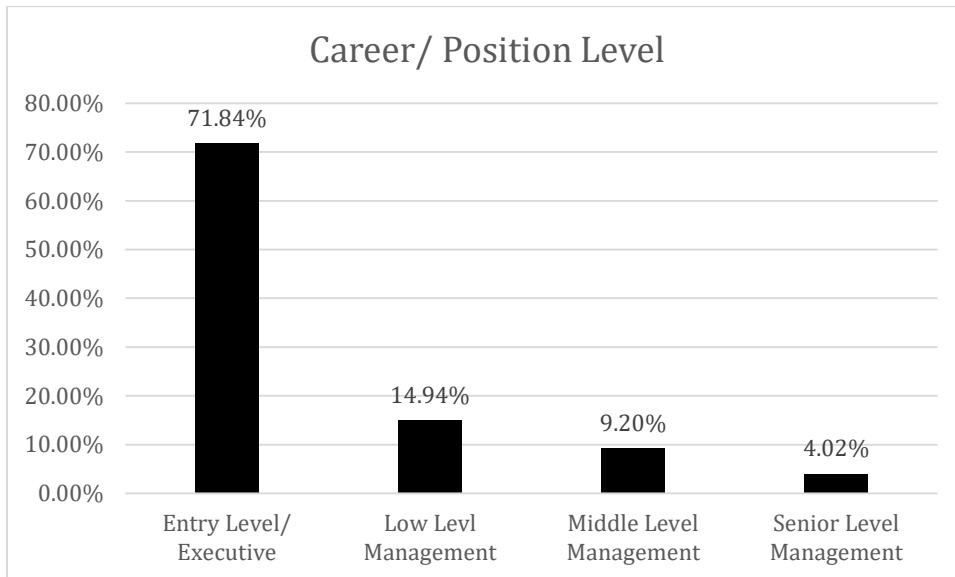


Figure 3. Career Level

Source: Researcher (2023)

The study sought to find out the career level or position of the employees within the MNCs in Nairobi County. Figure 3 shows that majority of respondents that is 71.84% were executive or entry level employees while 14.94% of the employees were lower-level managers. 9.20% and 4.02% represented middle level management and senior level management employees. The career level of employees within MNCs provides insights into their organizational roles and responsibilities, which can affect their exposure and engagement with flexible work arrangements. This linkage aligns with the objective to ascertain the influence of flexibility in work scheduling on job satisfaction, as employees at different career levels may have varying experiences and expectations regarding FWAs.

4.4 Flexible Work Arrangements

This study sought to determine the effect of flexible work arrangement on job satisfaction in MNCs in Nairobi County in Kenya. This was determined using Likert-scale questions. The respondents were asked about effect of flexibility in work location, flexibility in work schedule and flexible number of working hours on job satisfaction. The results obtained are presented on tables and figures below.

4.4.1 Flexibility in work location

Flexibility in work location was one of the options considered in flexible work arrangement, and the study sought to determine whether this option was adopted by MNCs in Nairobi County in Kenya and its effect on job satisfaction.

In Table 8, it is evident that the vast majority of multinational corporations (MNCs) have implemented flexible working arrangements for their employees, with 259 out of 268 respondents indicating so, constituting 96.6% of the total sample. This demonstrates a prevalent trend among MNCs towards embracing flexible work policies, likely in response to evolving workforce preferences, technological advancements, and the need for agile business operations. Conversely, a mere 3.4% of respondents reported that their respective MNCs had not adopted flexible working arrangements. These findings underscore the growing recognition among MNCs of the benefits associated with providing employees greater autonomy over their work schedules, which can lead to improved productivity, job satisfaction, and work-life balance.

Table 8. Whether MNCs Have Implemented Flexible Working Arrangements for Their Employees

	Frequency	Percentage
Yes	259	96.6
No	9	3.4
TOTAL	268	100

Source: Researcher (2023)

Table 9 displays findings on job satisfaction related to flexibility in work location. For the option to work away from the traditional work setup and from any location, the mean response was 3.59 with a standard deviation of 0.82, indicating some level of agreement among respondents. Regarding the preference for working from home over traditional working arrangements, the mean response was 3.86 with a standard deviation of 0.64, suggesting a degree of agreement.

In terms of hybrid working location, the mean response was 3.88 with a standard deviation of 0.77, indicating a degree of agreement. For the ability to set aside specific days to work from office and home or an offsite location, the mean response was 3.99 with a standard

deviation of 0.54, indicating a degree of agreement. The findings suggest a notable degree of agreement regarding job satisfaction with various aspects of flexibility in work location, as indicated by the mean responses and standard deviations.

Table 9. Flexibility in Work Location

Flexible number of working hours and Job satisfaction (N = 168)	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	M	SD
Remote/work from home	(%)	(%)	(%)	(%)	(%)		
I am allowed to work away from the traditional work set up and can work from any location	0	11.31	26.79	51.19	10.71	3.59	0.82
I prefer working from home over traditional working arrangements.	0	2.38	20.83	64.88	11.90	3.86	0.64
Hybrid working location	(%)	(%)	(%)	(%)	(%)		
Depending on the needs of my job I often work from home at least one day per week	0	8.33	10.12	65.48	16.07	3.88	0.77
I can set aside specific days to work from office and home or offsite location	0	2.38	7.74	77.98	11.90	3.99	0.54
OVERALL SCORE	0	6.60	16.37	64.13	12.15	3.83	0.69

Source: Researcher (2023)

4.4.2 Flexible Work Scheduling

Table 10 summarizes findings on job satisfaction regarding flexible work scheduling. For the option to choose at what time to work, the mean response was 3.50 with a standard deviation of 0.64, indicating a degree of agreement among respondents. Regarding the availability of a range of flexible working hours arrangements to choose from, the mean response was 3.74 with a standard deviation of 0.65, suggesting a degree of agreement on this aspect.

In terms of being allowed to work part-time, the mean response was 3.75 with a standard deviation of 0.71, indicating a degree of agreement. For the option to work part-time at least 50% of the week, the mean response was 3.96 with a standard deviation of 0.48, indicating a degree of agreement. The findings suggest a notable degree of agreement regarding job satisfaction with various aspects of flexible work scheduling, as indicated by the mean responses and standard deviations.

Table 10. Flexible Work Scheduling

Flexible work scheduling and Job satisfaction (N = 168)	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	M	SD
Shift	(%)	(%)	(%)	(%)	(%)		
Our organisation allows employees to choose at what time to work	0	5.36	42.86	49.40	2.38	3.5	0.64
I have a range of flexible working hours arrangement to choose from	0	0	38.10	50.60	11.30	3.74	0.65
Part Time work	(%)	(%)	(%)	(%)	(%)		
Am allowed to work part time.	0	2.38	34.52	50.00	13.10	3.75	0.711
Am allowed to work part time at least 50% of the week	0	0	13.69	77.38	8.93	3.96	0.48
OVERALL SCORE	0	1.92	32.54	56.35	8.67	3.74	0.615

Source: Researcher (2023)

4.4.3 Flexible Number of Working Hours

Table 11 presents descriptive statistics on job satisfaction related to flexible work arrangements. For the option to work fewer than 5 working days in a week, the mean response was 3.76 with a standard deviation of 0.75, indicating a degree of agreement among respondents.

Regarding the opportunity to work for 9 or more hours each day for availing an extra day off in the week, the mean response was 3.95 with a standard deviation of 0.65, suggesting a degree of agreement on this aspect. In terms of flexibility to choose start and end times by fulfilling mandatory core hours, the mean response was 4.11 with a standard deviation of 0.46, indicating a high degree of agreement. For the option to leave an hour earlier if it can be covered up on another working day in the week, the mean response was 4.01 with a standard deviation of 0.55, indicating a high degree of agreement.

The findings suggest a notable degree of agreement regarding job satisfaction across various aspects of flexible work arrangements, as indicated by the mean responses and standard deviations.

Table 11. Flexible Number of Working Hours

Flexibility in work location and Job Satisfaction (N = 168)	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	M	SD
Compressed work week	(%)	(%)	(%)	(%)	(%)		
I have the option to work fewer than 5 working days in a week	0	5.95	24.40	56.55	13.10	3.76	0.75
My organisation allows me to work for 9 or more hours each day for availing an extra day off in the week	0	2.98	14.88	66.07	16.07	3.95	0.65
Flexible start and end time	(%)	(%)	(%)	(%)	(%)		
My job gives me the flexibility to choose my start and end times by fulfilling the mandatory core hours	0	0	5.95	77.98	16.07	4.11	0.46

My job allows me to leave an hour earlier if I can cover it up on another working day in that week.	0	2.98	5.95	79.17	11.90	4.0	0.5
OVERALL SCORE	0	2.48	12.80	70.19	14.04	4.2	0.6
						1	0

Source: Researcher (2023)

4.5 Job satisfaction

The study sought to establish how intrinsic and extrinsic factors affect job satisfaction in MNCs in Nairobi County, Kenya. This was measured using Likert scale questions. The results obtained were presented on the tables below.

4.5.1 Whether Flexible Work Arrangements Have an Impact on Employee Job Satisfaction

In Table 12, the data reveals that all respondents, totaling 268, reported job satisfaction, representing 100% of the surveyed population. This noteworthy result suggests a high level of contentment among employees within the context of the study, possibly indicative of favorable working conditions, fulfilling job roles, and supportive organizational cultures. The absence of any negative responses underscores a positive sentiment towards their work environment, highlighting the importance of cultivating employee satisfaction as a cornerstone of effective human resource management within organizations.

Table 12. Job Satisfaction

	Frequency	Percentage (%)
Yes	268	100
No	0	0
Total	268	100

Source: Researcher (2023)

4.5.2 On the Extent to Which Flexible Work Arrangements Affect Employee Job Satisfaction

Table 13 presents descriptive statistics on job satisfaction, with a focus on intrinsic and extrinsic factors. For intrinsic satisfaction, the mean response ranged from 3.55 to 3.86,

with standard deviations ranging from 0.66 to 0.69, indicating a notable degree of agreement among respondents. In terms of extrinsic factors, the mean response ranged from 3.50 to 3.68, with a higher standard deviation of 0.95 to 0.96, possibly due to differing industry sectors among respondents. The findings suggest a moderate to high level of agreement regarding job satisfaction across various aspects, as indicated by the mean responses and standard deviations.

Table 13.Descriptive statistics on Job satisfaction

Job satisfaction (N = 168)	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	M	SD
Intrinsic job satisfaction	(%)	(%)	(%)	(%)	(%)		
I enjoy working for this organization	0.00	4.17	19.64	64.88	11.31	3.84	0.67
I have strong feeling that work in this organization is meaningful and makes a positive impact on others.	0.00	4.16	19.64	63.10	13.10	3.86	0.69
I get a great sense of accomplishment performing my job	0.00	4.17	18.45	66.67	10.71	3.85	0.66
Extrinsic job satisfaction							
I am more satisfied with the salary and benefits I receive from my performing my work	4.17	11.31	23.21	52.38	8.93	3.50	0.95
My current job allows me room to grow and develop my skills	4.17	7.14	20.24	53.57	14.88	3.68	0.96
OVERALL SCORE	1.67	6.99	20.88	60.92	11.58	3.75	0.79

Source: Researcher (2023)

4.6 Inferential Statistics

Inferential statistics are presented through correlation and regression analysis. The data presented above on the flexible work arrangement affecting job satisfaction in MNCs in

Nairobi County, Kenya were computed into single variables per factor by obtaining the averages of each factor. The variables of the study were based on the objectives of the study, and the variables presented in the conceptual framework. Thus, the questionnaire was based on the same variables.

4.6.1 Correlation Between Flexible Working Arrangement and Job Satisfaction

Pearson's correlation was computed at 5% significant level and 95% confidence interval 2-tailed. The study found that, there is a positive relationship between job satisfaction and flexible work arrangement, flexible work scheduling and flexible number of working hours of magnitude 0.907, 0.784 and 0.642 respectively. With flexibility in work location having the strongest positive relationship. The table 16 below depicts a correlation matrix between flexible work arrangement (flexibility in work schedule, flexible work scheduling and flexible number of working hours) and job satisfaction.

Table 14. Pearson Correlation

Job Satisfaction	Flexibility in work location	Flexible work scheduling	Flexible number of working hours
Job Satisfaction			
(r)			
(p) (2 tailed)			
Flexibility in work location			
(r)	0.120		
(p) (2 tailed)	0.042		
Flexible work scheduling			
(r)	0.108	0.344	
(p) (2 tailed)	0.036	0.043	
Flexible number of working hours			
(r)	0.072	0.831	0.344
			1

(p) (2 tailed) 0.034 0.041 0.046

Source: Researcher (2023)

All flexible work arrangement variables were significant with flexibility in work location being the most significant factor followed by flexible work scheduling while flexible number of working hours was the least significant in job satisfaction. From table 4.14 All flexible work arrangement variables had a significant p-value ($p < 0.05$) at 95% confidence level. The significance values of flexibility in work location, flexible work scheduling and flexible number of working hours were 0.042, 0.036 and 0.034 respectively.

4.6.2 Regressing Flexible Work Arrangement with Job Satisfaction

In determining the effects of flexible work arrangement on job satisfaction in MNCs in Nairobi County, Kenya, the study conducted multiple regression analysis to determine the nature of relationship between the variables. The study applied a statistical computer package to code, enter and compute the measurements of the multiple regressions for the study. The regression model specification was as follows.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where, Y = Job satisfaction

X1= Flexibility in work location,

X2= Flexible work scheduling,

X3= Flexible number of working hours,

a = constant

$\beta_1 - \beta_3$ = beta coefficients

e = error term

The findings are presented in the tables below.

Table 15. Model Summary

Model	Multiple R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.150 ^a	.023	.005		0.746

Source: Researcher (2023)

The three independent variables that were studied, explain 2.3% of variance in Job satisfaction as represented by the R square. This depicts that holding other factors constant, Flexibility in work location, Flexible work scheduling and Flexible number of working hours affect Job satisfaction in MNCs in Nairobi County, Kenya to a small extent (2.3%). Therefore, further research should be conducted to investigate other flexible work arrangement variable that influence job satisfaction, other than the three variables considered in this study.

Table 16. ANOVA

<i>Model</i>	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance</i>
					<i>F</i>
Regression	6	2.113	0.704	1.265	0.288
Residual	245	91.276	0.557		
Total	251	93.388			

a. Predictors: (Constant), Flexibility in work location, Flexible work scheduling, and Flexible number of working hours.

b. Dependent Variable: job satisfaction

Source: Researcher (2023)

The significance value is 1.329 which is less than 0.05 thus the model is statistically significant in predicting how the flexible work arrangement (Flexibility in work location, Flexible work scheduling and Flexible number of working hours) affect job satisfaction in MNCs in Nairobi County, Kenya. The F critical at 5% level of significance was 2.327. Since F calculated is greater than the F critical (value = 9.475), this shows that the overall model was significant.

Table 17. Coefficient of Determination

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
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	B	Std. Error	Beta		
1 (constant)	2.969	0.968		4.673	.000
Flexibility in work location	0.244	0.191	0.219	1.275	.000
Flexible work scheduling	0.144	0.146	0.042	0.989	.000
Flexible number of working hours	0.177	0.238	0.142	0.746	.000

Source: Researcher (2023)

4.6.3 Regression Findings by Variable

4.6.3.1 Flexibility in Work Location

Flexibility in work location was the most significant predictor of job satisfaction in the regression model. It had a positive and strong effect on job satisfaction ($\beta = 0.244$, $p < 0.001$). In practical terms, this means that holding other factors constant, an increase in flexibility in work location by one unit would lead to a 0.244 increase in job satisfaction.

4.6.3.2 Flexible Work Scheduling

Flexible work scheduling was not a significant predictor of job satisfaction in the regression model. It had a negligible and non-significant effect on job satisfaction ($\beta = 0.144$, $p = 0.324$). In simple terms, holding other factors constant, an increase in flexible work scheduling by one unit would not have a meaningful impact on job satisfaction.

4.6.3.3 Flexible Number of Working Hours

Flexible number of working hours was a negative predictor of job satisfaction in the regression model. It had a moderate and non-significant effect on job satisfaction ($\beta = -0.177$, $p = 0.457$). In practical terms, holding other factors constant, an increase in flexible number of working hours by one unit would lead to a 0.177 decrease in job satisfaction.

4.6.4 Overall Regression Findings

Multiple linear regression was used to test if flexibility in work location, flexible work scheduling, and flexible number of working hours significantly predicted job satisfaction in multinational companies (MNCs) in Nairobi County, Kenya. The fitted regression model was as follows:

$$Y = 2.969 + 0.244 X1 + 0.144 X2 - 0.177 X3 + e$$

Where:

- Y is job satisfaction
- X1 is flexibility in work location
- X2 is flexible work scheduling
- X3 is flexible number of working hours
- e is the error term

The overall regression analysis was statistically significant ($R^2 = 0.023$, $F(6, 245) = 1.265$, $p = 0.288$). Among the three variables, only flexibility in work location significantly predicted job satisfaction ($\beta = 0.244$, $p < 0.001$). Flexible work scheduling did not significantly predict job satisfaction ($\beta = 0.144$, $p = 0.324$), and flexible number of working hours negatively predicted job satisfaction ($\beta = -0.177$, $p = 0.457$).

However, it's important to note that the three independent variables explained only 2.3% of the variance in job satisfaction. This suggests that there are other factors beyond flexible work arrangements that influence job satisfaction in MNCs in Nairobi County, Kenya. Therefore, further research is recommended to investigate additional variables that affect job satisfaction in this context.

4.7 Chapter Summary

This chapter has presented the findings of this study. A correlation analysis revealed that there is a positive relationship between job satisfaction and flexibility in work location, flexible work scheduling and flexible number of working hours of magnitude 0.120, 0.107 and 0.072 respectively. With flexibility in work location having the strongest positive relationship. The linear regression also depicts that flexibility in work location, flexible work scheduling and flexible number of working hours affect job satisfaction, adjusted R^2 of (0.023). The next chapter presents study discussions, conclusion, and recommendations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMENDATIONS

5.1 Introduction

This chapter gives a summary discussion of the findings, by comparing current findings with the literature reviewed as well as with past studies findings.

5.2 Summary of the Study

The main purpose of this study was to evaluate the effect of flexible work arrangement on job satisfaction in 52 MNCs in Nairobi County Kenya. Three dimensions of flexible work arrangements that is flexible work location, flexible work schedule and flexible number of working hours were studied. The research questions of the study included: Does flexibility in work location have an effect on job satisfaction of employees in multinational companies in Nairobi? Does flexibility in work scheduling have an influence on job satisfaction of employees in multinational companies in Nairobi? and Does flexibility in the number of hours worked have an impact on job satisfaction of employees in multinational companies in Nairobi?

To obtain the primary data, the study created structured questionnaires. Prior to being completely distributed to the respondents, these questionnaires underwent a pilot test. The sample size of the study was 310 employees in the 57MNCs in Nairobi County in Kenya. The study used primary data and thereafter quantitative data was obtained through the questionnaires, data was prepared for analysis coded, categorized, and keyed into statistical computer software for analysis. The data was analysed quantitatively using descriptive and inferential statistics, the statistics results were then presented via pie charts, histograms and frequency tables.

The study revealed that job satisfaction in MNCs in Nairobi Kenya was affected by flexible working arrangements. These included: flexibility in work location, flexible work

scheduling and flexible number of working hours. The study revealed that flexibility in work location in MNCs in Nairobi County affected job satisfaction. The operational variable for flexible work location included: remote work/work from home and Hybrid work location in the MNCs in Nairobi County. The study also revealed that flexible work schedule affected job satisfaction in MNCs in Nairobi County in Kenya. Flexible work schedule included: Shift work and part time work. The study further showed that flexible number of working hours affected job satisfaction, it looked at the effect of flexible start and end time and compressed work on job satisfaction.

5.3 Discussion

5.3.1 Flexibility in Work Location and Job Satisfaction

The findings affirmed that remote and hybrid working arrangement have played a big role in employee job satisfaction in MNCs in Nairobi County. And that flexible work location has significant positive effect on intrinsic and extrinsic factors of Job satisfaction.

The research findings agreed with Stavrou (2005), that allowing employees to work away from the traditional work set up, provides them with more flexibility and control over their work. While it enables employees to have more control and flexibility it also allows them to enjoy the same salary and benefits associated with their role. Employees also indicated that with flexibility in work location, they achieve a great sense of accomplishment and meaning when performing their job and believe that the organization has positive impact on others.

Most of the MNCs have implemented flexible working arrangements for their employees. This is consistent with the trend and demand for more flexibility in the workplace, especially from the younger generation, as mentioned by Chung and Der Lippe (2018). It also suggests that MNCs are aware of the potential benefits of flexibility in work location, such as higher employee satisfaction, commitment, motivation, productivity, and morale, as reported by Nadeem and Henry (2003) and Chatterjee et al (2021).

Flexibility in work location has a positive effect on job satisfaction, as indicated by the high mean scores (M) and low standard deviations (SD) of the items. This is in agreement with most of the empirical studies that have examined this relationship, such as Atoko

(2021), Karácsony (2021), Tori et al (2021), Zöllner and Sulíková (2021), Abilash and Nitha (2021), Ilozor et al (2001), and Schall (2019). These studies have found that teleworking or working from home enhances job satisfaction by providing more autonomy, work-life balance, communication, and performance.

However, some employees are neutral or disagree with some aspects of flexibility in work location, such as being allowed to work away from the traditional work set up and preferring working from home over traditional working. This may indicate that flexibility in work location is not suitable or desirable for everyone, and that some employees may prefer or need more structure, supervision, or social interaction in their work environment. This is consistent with the argument of Mason (2020), who claimed that remote work can be damaging to the well-being, motivation, and productivity of employees.

Hybrid working location, which involves working from both home and office depending on the needs of the job, has a higher mean score and a lower standard deviation than remote/work from home. This may suggest that hybrid working location is more preferred and satisfying than remote/work from home, as it offers more flexibility and variety in choosing the optimal location for different tasks and situations. This is in line with the finding of Schall (2019), who found that telecommuting intensity (the degree of working remotely) influences job satisfaction.

The study findings aligns with Atkinson's Flexible Firm Theory, which emphasizes organizational adaptability to market changes through adjustments in labor utilization and product offerings (Atkinson, 1984; Dettmers et al., 2013). The findings support Stavrou's assertion that remote and hybrid working arrangements provide employees with greater flexibility and control over their work, positively influencing their intrinsic and extrinsic job satisfaction factors (Stavrou, 2005). Additionally, the study resonates with Chung and Der Lippe's observation of a growing demand for workplace flexibility, especially among younger generations, indicating that multinational companies (MNCs) are responding to this trend (Chung & Der Lippe, 2018). Moreover, the study underscores the positive impact of flexibility in work location on various aspects of job satisfaction, consistent with previous research highlighting autonomy, work-life balance, and communication as key contributors to employee satisfaction (Nadeem & Henry, 2003; Chatterjee et al., 2021).

The overall score for flexibility in work location and job satisfaction is high and consistent. This implies that flexibility in work location is generally associated with job satisfaction among the employees of MNCs. However, this score may not reflect the full complexity or diversity of the factors or dimensions that affect job satisfaction in telecommuting, such as individual differences, organisational culture, task characteristics, or environmental factors. Therefore, more research is needed to explore these factors or dimensions and how they interact with flexibility in work location.

5.3.2 Flexible Work Schedule and Job Satisfaction

The results of the study have also indicated that, job satisfaction in MNCs in Nairobi County in Kenya is affected by flexible work schedules. The study revealed a positive relationship between flexible work schedules and job satisfaction of magnitude. The research findings indicated that flexible work schedules contributed the least to job satisfaction in MNCs in Nairobi County. The findings affirmed that shift and part time working arrangement have played a role in employee job satisfaction in MNCs in Nairobi County. And that flexible work schedules have a significant positive effect on intrinsic and extrinsic factors of Job satisfaction.

The research findings agreed with Kossek et al. (2014) whose research affirmed that that employee, who wished to study and take care of their family needs found part time work appealing. From this study, Employees also indicated that their organization allowed to choose at what time to work from the available flexible working schedule. Also, they had part time flexible working arrangement option available while enjoying same level of benefits from the job they perform. This allowed them more room to grow and develop on their skills thus they enjoyed working for the organization. And consequently, achieved a great sense of accomplishment and forum meaning on the tasks they performed as they believed they made positive impact on others while performing their duties.

Flexible work scheduling has a positive effect on job satisfaction, as indicated by the high mean scores (M) and low standard deviations (SD) of the items. This is in agreement with most of the studies that have examined this relationship, such as Essien and Edwinah (2017), Sakwa (2008), Kipkoech (2018), Kangogo and Wanambiro (2019), and Ochieng and Kamau (2021). These studies have found that flexible work schedules, such as shift

work, part-time work, and flexible career path, enhance job satisfaction by providing more autonomy, work-life balance, performance, and commitment.

However, some employees are neutral or disagree with some aspects of flexible work scheduling, such as being allowed to choose at what time to work and having a range of flexible working hours arrangement to choose from. This may indicate that flexible work scheduling is not equally beneficial or desirable for everyone, and that some employees may prefer or need more stability, predictability, or consistency in their work schedules. This is consistent with the finding of De Menezes and Kelliher (2017), who showed that formal flexible work has a negative direct effect on job satisfaction.

Part-time work has a higher mean score and a lower standard deviation than shift work. This may suggest that part-time work is more preferred and satisfying than shift work, as it offers more flexibility and control over the number of hours worked per week. This is in line with the finding of Njiru (2016), who recommended that organisations should provide other forms of flexible work practices, such as part-time work.

In the theoretical discussion of flexible work schedule and job satisfaction, the study aligns with Herzberg's Two Factor Theory, which distinguishes between motivators and hygiene factors in influencing job satisfaction (Herzberg, 1959). The findings support Kossek et al.'s assertion that part-time work appeals to employees seeking flexibility to balance personal and family needs, contributing positively to job satisfaction (Kossek et al., 2014). Additionally, the study resonates with Essien and Edwinah's and Sakwa's observations that flexible work schedules enhance autonomy, work-life balance, and commitment, thereby positively affecting job satisfaction (Essien & Edwinah, 2017; Sakwa, 2008). However, the study acknowledges De Menezes and Kelliher's finding that formal flexible work arrangements may not universally contribute to job satisfaction, suggesting the need for further exploration of individual preferences and organizational dynamics (De Menezes & Kelliher, 2017).

The overall score for flexible work scheduling and job satisfaction is high and consistent. This implies that flexible work scheduling is generally associated with job satisfaction among the employees of MNCs. However, this score may not reflect the full complexity or diversity of the factors or dimensions that affect job satisfaction in flexible work

scheduling, such as individual differences, organisational culture, task characteristics, or environmental factors. Therefore, more research is needed to explore these factors or dimensions and how they interact with flexible work scheduling.

5.3.3 Flexible Number of Working Hours and Job Satisfaction

The results of the study show that, job satisfaction in MNCs in Nairobi County in Kenya is affected by flexible number of working hours. The study revealed a positive relationship between flexible number of working hours and job satisfaction. The research findings indicated that flexible number of working hours affected job satisfaction in MNCs in Nairobi County. The findings affirmed that Compressed work week and Flexible start and end time played a role in employee job satisfaction in MNCs in Nairobi County. And that flexible number of working hours have a significant positive effect on intrinsic and extrinsic factors of Job satisfaction.

Respondents in this study agreed that they would prefer flexibility in choosing their start and end times as well having a compressed work week. Accordingly, Sinha and Trivedi (2014) opine that employee job satisfaction is positively affected by intrinsic and extrinsic factors in Hertzberg's theory. The independence to choose their start and end time, as well the availability of a compressed work week is a motivational factor. Therefore, from the study findings this led to an increase in employee job satisfaction. A compressed work week allows employees room to grow and develop their skills, whether through in classroom or online studies while maintaining the same level of salary and benefits from performing their job. Moreover, independence of employees in determining the start and end time as well as determining the number of hours to work per day has strongly been related to employee level of accomplishment and thus the level of job satisfaction, they derive from performing their role.

Flexibility in work location has a positive effect on job satisfaction, as indicated by the high mean scores (M) and low standard deviations (SD) of the items. This is in agreement with most of the studies that have examined this relationship, such as Kurland and Bailey (1999), Dessler (2015), Nadeem and Henry (2003), Chatterjee et al (2021), Mason (2020), Chung and Der Lippe (2018), Andrade et al (2019), Caillier (2018), and Atoko (2021). These studies have found that flexibility in work location, such as telecommuting,

teleworking, neighbourhood work centres, satellite offices, and mobile employees, enhances job satisfaction by providing more autonomy, work-life balance, communication, performance, and commitment.

However, some employees are neutral or disagree with some aspects of flexibility in work location, such as having the option to work fewer than 5 working days in a week and working for 9 or more hours each day for availing an extra day off in the week. This may indicate that flexibility in work location is not suitable or desirable for everyone, and that some employees may prefer or need more regularity, predictability, or consistency in their work schedules. This is consistent with the argument of Mason (2020), who claimed that remote work can be harmful to employee well-being, motivation, and productivity.

Flexible start and end time has a higher mean score and a lower standard deviation than compressed work week. This may suggest that flexible start and end time is more preferred and satisfying than compressed work week, as it offers more flexibility and control over the daily hours worked. This is in line with the finding of Avery and Zabel (2001), who indicated that flexitime can be traced in Germany in the 1970s when workers were allowed to choose the time they arrive or leave at work.

The study aligns with Herzberg's Two Factor Theory, particularly emphasizing the impact of hygiene factors and motivators on job satisfaction (Herzberg, 1959). The findings support Sinha and Trivedi's assertion that flexibility in determining start and end times, as well as compressed work weeks, serve as motivators enhancing job satisfaction by enabling employee autonomy and personal development opportunities (Sinha & Trivedi, 2014). Additionally, the study resonates with Kurland and Bailey's observation that flexibility in work location, such as telecommuting and flexible hours, enhances job satisfaction through increased autonomy and work-life balance (Kurland & Bailey, 1999). However, the study acknowledges Mason's argument that remote work may have adverse effects on employee well-being and productivity, suggesting the importance of considering individual preferences and organizational contexts (Mason, 2020).

The overall score for flexibility in work location and job satisfaction is high and consistent. This implies that flexibility in work location is generally associated with job satisfaction among the employees of MNCs. However, this score may not reflect the full complexity

or diversity of the factors or dimensions that affect job satisfaction in flexibility in work location, such as individual differences, organisational culture, task characteristics, or environmental factors. Therefore, more research is needed to explore these factors or dimensions and how they interact with flexibility in work location.

5.4 Conclusions

The study has found that MNCs acknowledged the need to implement flexible working arrangement. The study found that the flexible work location, flexible work schedule and flexible number of working hours had positive impact on employee job satisfaction. The study findings suggest that employees who have flexible working arrangements available to them will enjoy working for the organization; feel a great sense of accomplishment as well find their role in the organization meaningful while maintaining the same level of salary and benefits compared to those who did not have flexible working arrangements available to them. From the study findings employers are expected and encouraged to provide flexible working arrangements to their employees so as to maximize employee job satisfaction.

5.4.1 Flexibility in Work Location and Job satisfaction

The research confirmed that flexible work location affected employee job satisfaction. Therefore, improved job satisfaction in an organization is vested in presence of flexible work arrangement, alignment of flexible work location with intrinsic and extrinsic factors. Accordingly, Kocot et al. (2021) expressed the opinion that factors such as a sense of belonging to the organization, effective communication, sense of accomplishment, gaining personal satisfaction, bolstering a sense of being valued, and family ties have the greatest impact on employee job satisfaction.

The ability to work from the traditional work setting is largely preferred by employees. Both the study's results and the literature review made note of this. The study also noted that although majority of respondents enjoyed working for the organization and enjoying the same salary and benefits despite working from home or any other work location, a few did not. Hence, it can be concluded that, if organizations strongly incorporate flexible work arrangement, then the employees would be able to find room for growth and develop their

skills, gain a great sense of accomplishment, gain a strong feeling that the job they perform is meaningful and has a positive impact on others. Employees enjoy working for an organization that offers flexibility in work location while maintaining the same level of salary and benefits associated with the job.

5.4.2 Flexible Work Schedule and Job Satisfaction

According to a study by Essien and Edwinah (2017), the implementation of flexible work schedules by firms had a favourable impact on employee emotion and normative commitment to their jobs, as well as job satisfaction. This study confirmed Mwaniki (2022) conclusion that having elements of flexible work schedule including reduced working hours and part time work gives employees independence and enough time to grow and develop on their skills, have time to build their personal relationships and family ties. Flexible work schedules such as shift, and part time work are important and appropriate human resource practice that enhances job satisfaction and if well implemented can lead to great level of employee job satisfaction. The study thus concludes that MNCs should have a range of flexible working hours available for employees to choose from; allow employees to choose at what time to work, allow employees to choose whether to work part time or not. This is because the research has determined that employees on shift or part time work arrangement, enjoyed working, achieved a great sense of accomplishment performing their job and found the job they perform to be meaningful and had a positive impact on others. Flexible work schedule also allowed them to enjoy the same level of salary and benefits while allowing them time to grow and develop on their skills thus increasing their level of job satisfaction within the MNC.

5.4.3 Flexible Number of Working Hours and Job Satisfaction

From the study conclusion can be made that flexible number of working hours affected job satisfaction in MNC's in Nairobi County in Kenya. The research looked at the effect of compressed work week and flexible start and end time on employee job satisfaction on MNC's in Nairobi County in Kenya. According to Lucile (2017) flexible number of working hours allows employees to start work early or later depending on their needs.

Employees can achieve a work-life balance by having some authority over the scheduling of their working hours.

From the study findings, conclusion can be made that compressed work week and flexible start and end time allows employees room to grow and develop their skills and time to spend with their family. Employees with the compressed work week and flexible start and end time are found to enjoy working for the organization and consequently achieve a great sense of accomplishment performing their job. They are also found to find the task they are doing to be meaningful. More importantly, flexibility in the number of working hours while enjoying the same level of salary and benefits was very satisfying to the employees.

5.5 Recommendations

The study established that MNC's have positioned themselves very well regarding increasing employee job satisfaction level. Especially since their operation is influenced by global competitive forces. They must adopt measures that will help them successfully implement strategies that will give them an edge over rivals in employee welfare and consequently in the marketplace.

5.5.1 Policy Recommendations

From a policy perspective, the recommendations underscore the need for MNCs to adapt their policies to align with employee preferences for flexible work arrangements. This can lead to higher job satisfaction levels, ultimately enhancing the competitiveness and attractiveness of these organizations in the labor market.

MNCs operating in Nairobi, Kenya, should develop and implement policies that align flexible work locations with intrinsic and extrinsic factors contributing to job satisfaction. These policies should aim to enhance employees' sense of accomplishment, meaning in their work, and the belief that the organization positively impacts others. Such alignment can address challenges related to salary and benefits, growth opportunities, and ultimately lead to increased job satisfaction.

Given the growing presence of MNCs in Kenya, it is advisable for these organizations to incorporate flexible work schedules as a strategic element to boost employee job

satisfaction. This can include options such as shift work, part-time arrangements, and remote work, allowing employees greater flexibility in managing their work-life balance. MNCs should actively consider implementing policies promoting flexible working hours, aligning them with intrinsic and extrinsic factors associated with job satisfaction. This approach can enhance employees' sense of worth, accomplishment, and professional development. Encouraging the adoption of practices like compressed work weeks and flexible start and end times can contribute to improved job satisfaction levels.

5.5.2 Managerial Recommendations

Industry-wise, the implications extend to the broader business landscape, emphasizing that employee job satisfaction is not only crucial for attracting and retaining talent but also for sustaining organizational competitiveness. By embracing flexible work options, MNCs can create a positive work environment that contributes to higher morale and productivity.

5.5.3 Theoretical Contributions

Theoretical contributions of this study lie in shedding light on how flexible work arrangements and job satisfaction are related, providing insights that can inform future research in organizational behavior and human resource management. The alignment of flexible work policies with intrinsic and extrinsic factors of job satisfaction represents a valuable theoretical perspective for further exploration in the academic and business realms.

5.6 Limitations and Recommendations for Further Research

The study confined itself to MNC's in Nairobi County in Kenya and the findings may not be applicable in other MNC's in other counties because of uniqueness of the MNC's operation and sector. While this study provides valuable insights into the effects of flexible work arrangements on job satisfaction, it focused specifically on multinational companies in Nairobi County, Kenya. Consequently, the findings may not be universally applicable to multinational companies in other counties or regions. The unique characteristics, sector-specific differences, and operational nuances of multinational companies in diverse locations may yield different outcomes. Therefore, it is advisable to replicate this study in

multinational companies across various counties and regions to gain a more comprehensive understanding of the impacts of flexible work arrangements on job satisfaction.

In addition, the study primarily concentrated on three specific constructs related to flexible work arrangements. Future research should consider expanding the scope to encompass a broader range of aspects related to flexibility, as this can provide a more nuanced understanding of its influence on employee job satisfaction.



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APPENDICES

Appendix I. Letter of Introduction

Ole Sangale Rd, Madaraka Estate,
P.O Box 59857 00200, Nairobi, Kenya.
Cell: +254 703 414/6/7, Twitter: @SBSKenya
Email: info@sbs.ac.ke or visit www.sbs.strathmore.edu



31st May 2023

To Whom It May Concern,

RE: FACILITATION OF RESEARCH – CAROLYNE OGACHI

This is to introduce Carolyne Ogachi who is a Master of Commerce (MCOM) Student at Strathmore University Business School, admission number MCOM/145077. As part of our MCOM Programme, Carolyne 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, Carolyne would like to request appropriate data from your organization.

Carolyne is undertaking a research paper on “**Effects of Flexible Work Arrangements on Job Satisfaction of Employees in Multinational Companies in Nairobi.**” 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
Strathmore University Business School.

Association of African
Business Schools



Strathmore Business School is a Proud member of
AACSB

EFMD

AppendixII. Questionnaire

Instructions:

This questionnaire is a data collection instrument for the paper, “Effects of Flexible Work Arrangements on Job Satisfaction of Employees in Multinational Companies in Nairobi.”

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 organisation or respondent.

SECTION A: RESPONDENT’S PROFILE

Respondent’s Name (optional)

Name of Corporation

1. Gender of respondent

- i. Male
- ii. Female

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

- i. Below 25 years
- ii. 25-40 years
- iii. 41-55 years
- iv. Above 55 years

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

- i. Less than 1 year
- ii. 2 -5 years
- iii. 6-10 years
- iv. Over 10 years

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

- i. Diploma
- ii. Bachelor’s Degree
- iii. Master’s Degree

iv. Doctor of Philosophy

5. What is your career/postion level? (Tick as appropriate)

- i. Entry level employee/executive
- ii. Lower management
- iii. Mid-level management
- iv. Senior management

SECTION B: FLEXIBLE WORK ARRANGEMENTS

6. Has the organisation implemented flexible working arrangements for its employees?

Yes No

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

7.	Flexibility in work Location	1	2	3	4	5
	Remote/work from home					
i.	I am allowed to work away from the traditional work set up and can work from any location					
ii.	I prefer working from home over traditional working arrangements.					
	Hybrid working location					
i.	Depending on the needs of my job I often work from home at least one day per week					
ii.	I can set aside specific days to work from office and home or offsite location					

8.	Flexible work scheduling	1	2	3	4	5
	Shift work					
i.	Our organisation allows employees to choose at what time to work					

ii.	I have a range of flexible working hours arrangement to chose from					
Part time work						
i.	Am allowed to work part time					
ii.	Am allowed to work part time a least 50% of the week					

9. Flexible number of working hours		1	2	3	4	5
Compressed work week						
i.	I have the option to work fewer than 5 working days in a week					
ii.	My organisation allows me to work for 9 or more hours each day for availing an extra day off in the week					
Flexible start and end time						
i.	My job gives me the flexibility to choose my start and end times by fulfilling the mandatory core hours.					
ii.	My job allows me to leave an hour earlier if I can cover it up on another working day in that week.					

SECTION C: JOB SATISFACTION

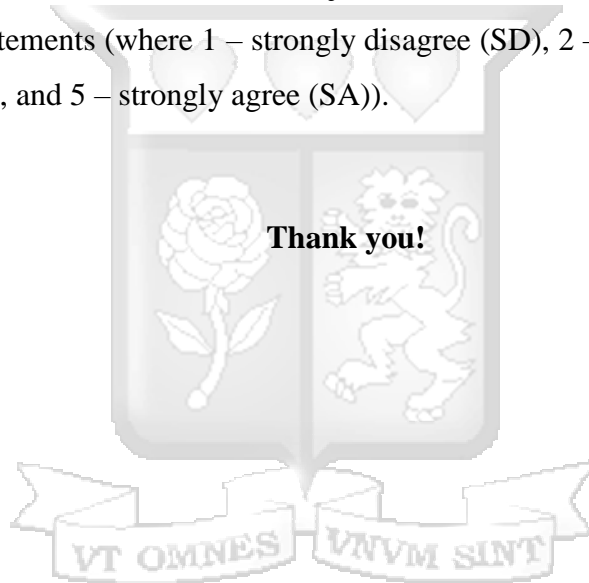
12. Do you feel that flexible work arrangements have an impact on employee job satisfaction?

Yes { } No { }

13.JOB SATISFACTION		1	2	3	4	5
	Intrinsic job satisfaction					

i.	I enjoy working for this organization					
ii.	I have strong feeling that work in this organization is meaningful and makes a positive impact on others.					
iii.	I get a great sense of accomplishment performing my job					
	Extrinsic job satisfaction					
i.	I am more satisfied with the salary and benefits I receive from my performing my work					
ii	My current job allows me room to grow and develop my skills					

The statements in this subsection describe job satisfaction. 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)).



Appendix III. Sample Frame

Company	Target Population	Sample Size
Asus	43	10
Cisco Systems	37	9
Huawei	11	4
IBM	8	2
Intel Corporation	7	2
Kaspersky Lab	6	2
LG	5	2
Nokia	4	1
Qualcomm	3	1
Sony	3	1
Bharti Airtel	44	11
China Central Television	42	10
Coca-Cola	10	3
General Electric	7	2
MasterCard	6	2
Pfizer	5	1
Rockefeller Foundation	5	1
Visa Inc.	5	1
World Bank	4	1
Total	1382	310

Source: Researcher (2023)

Appendix IV. Ethics Approval



5th July 2023

Ms Ogachi Carolyne,
ogachicarol@gmail.com

Dear Ms Ogachi,

RE: Effects of Flexible Work Arrangements on Job Satisfaction of Employees in Multinational Companies in Nairobi

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** research proposal. Your application reference number is **SU-ISERC1786/23**. The approval period is from **5th July 2023 to 4th July 2024**.

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 72 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 72 hours.
- v. Clearance for the 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 the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before 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: **Mr Ambrose Rachier,**
Chairperson; SU-ISERC



Appendix V. NACOSTI Approval


REPUBLIC OF KENYA

Ref No: 601361

RESEARCH LICENSE



This is to Certify that Ms. Carolyn Ogachi of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: EFFECTS OF FLEXIBLE WORK ARRANGEMENTS ON JOB SATISFACTION OF EMPLOYEES IN MULTINATIONAL COMPANIES IN NAIROBI for the period ending : 18/July/2024.

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