AN INVESTIGATION INTO THE FACTORS INFLUENCING
USAGE OF FLEXIBLE WORKING ARRANGEMENTS IN
ORGANIZATIONS IN KENYA:
A CASE OF SONY SUGAR COMPANY

BY
ONYANGO FESTUS KIDHA
D53/CE/12255/2004

A PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTERS OF BUSINESS
ADMINISTRATION (MBA) OF KENYATTA UNIVERSITY

November 2010
DECLARATION

This project is my original work and has not been presented to any university for academic fulfilment.

Sign: Mr. Onyango Festus Kidha
Date: 10-12-2010

Mr. Onyango Festus Kidha
D53/CE/12255/2004

The project report has been submitted for examination with my approval as the university supervisor.

Sign: Mr. Shadrack Bett,
Date: 10-12-2010

Lecturer,
Department of Business Administration,
Kenyatta University.

This report has been submitted for examination with my approval as the Chairman of the Department.

Sign: Mr. Shadrack Bett,
Date: 10-12-2010

Chairman,
Department of Business Administration,
Kenyatta University.
ABSTRACT

The purpose of flexible working arrangements is to improve the productivity, effectiveness and efficiency of business operations and assist employees to balance their work commitments with personal commitments.

The aim of the study was to identify factors that influence the use of flexible working arrangements so that organizations would find or make the working arrangements consistent with their short and long term objectives and subsequently integrate them into corporate plans, business plans and human resource plans.

The research expected benefits to employees and employers if the findings and recommendations are put into practice. Through flexible working arrangements employers are bound to improve employee-retention and increase productivity. Employees would be able to pursue a FWA of their choice and find work rewarding.

A review of past studies on flexible working arrangements (FWA) with regard to job analysis and how businesses’ and employees’ needs necessitate use of FWA was carried out. The review also looked at the various types of FWA and their benefits.

The study adopted qualitative research method and the research design was a descriptive survey. Given that the research was non-experimental, the method of data collection involved use of questionnaires.

The target population for data collection included selected employees at all organizational levels and the managers at SONY Sugar Company. A total sample size of 140 non-managerial employees was selected from a population size of about 1400. 11 managers were also sampled in the study. Sampling was done through a combination of proportionate stratified random sampling and simple random sampling. The data was collected through the use of two questionnaires; one for low cadre employees and the other for top management. Analysis of data involved use Statistical Package for Social Sciences (SPSS).
The study found out that the use of FWAs is still minimal at Sony Sugar Company with only 8% (112) of the company employees using them. The company offers flexitime, staggered hours, part-time work, compressed work week and annualised hours. The FWAs used by individual employee are often initiated by the employees themselves by forwarding requests to the human resource department. However, annualised hours and staggered hours had been initiated by the human resource office. Flexitime and part-time work were found to be the most widely used FWAs, with 34% adopting flexitime and 30% adopting part-time work.

The study concluded that the use of FWAs is largely influenced by the needs of the employees, those of the organization and seasonality in the operations of the company. There is need for further studies to establish FWA in ways which are available to all employees on a fair and adequate basis. It is also necessary for further studies to be carried out to determine factors hindering the use of flexible work arrangements in Kenya.
# TABLE OF CONTENT

<table>
<thead>
<tr>
<th>Declaration</th>
<th>Abstract</th>
<th>Table of Content</th>
<th>List of tables</th>
<th>List of figures</th>
<th>Acknowledgement</th>
<th>Definition of terms</th>
<th>Abbreviations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>i</td>
</tr>
<tr>
<td>ii</td>
</tr>
<tr>
<td>iv</td>
</tr>
<tr>
<td>vi</td>
</tr>
<tr>
<td>vii</td>
</tr>
<tr>
<td>viii</td>
</tr>
<tr>
<td>ix</td>
</tr>
<tr>
<td>x</td>
</tr>
</tbody>
</table>

## CHAPTER ONE: INTRODUCTION

1.1 Background to the Study  
1.2 Statement of the Problem  
1.3 Study Objectives  
1.4 Research Questions  
1.5 Significance of the Study  
1.6 Scope of the Study  

## CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction to literature review  
2.2 Past Studies  
2.2.1 Job Analysis and FWA  
2.2.2 Employees’ needs that necessitate use of FWA  
2.2.3 Seasonality of operations  
2.2.4 Motivation as a factor influencing FWA  
2.2.5 Objectives and Policies of Organizations on FWA  
2.3 Critical Review of Major issues  
2.3.1 Types of FWA  
2.3.2 Benefits of Flexible Working Arrangements  
2.4 Summary and gaps to be filled by the study  
2.5 Conceptual Framework  

## CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction  
3.2 Study Design  
3.3 Target Population  
3.4 Sampling Design  
3.5 Data Collection Tools and Procedure  
3.6 Data Analysis  

## CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction  
4.2 Demographic data of the study population  
4.3 Types of FWAs at Sony Sugar Company
4.3.1 Level of use of FWAs at Sony Sugar Company
4.3.2 Employee preference for FWAs
4.3.3 Employees' attitude towards the use of FWAs
4.4 Employees' and Managers' perception on use of FWAs
4.5 The influence of employees' needs on the usage of FWAs
4.6 Influence of business needs on the use of FWAs
4.7 Factors hindering the use of FWAs
4.8 Company objectives and policies that have influenced the use of FWAs
4.9 Influence of seasonality in company operations on the use of FWAs
4.10 Influence of employees level of motivation on use of FWAs

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS
5.1 Introduction
5.2 Summary of major findings
5.3 Answers to the research questions
5.4 Conclusions
5.5 Recommendations
5.6 Suggestions for further studies

REFERENCES

APPENDICES
Appendix 1: Questionnaire for Employees
Appendix 2: Questionnaire for Managers and Supervisors
Cover letter for the questionnaire
LIST OF TABLES

Table 3.1 Target population .................................................. 19
Table 3.2 Sample frame ......................................................... 20
Table 4.2.1 Education levels of employees ................................. 23
Table 4.2.2 Period employees have worked in the firm .................. 23
Table 4.3.1 Level of use of FWAs ........................................... 24
Table 4.3.2 FWA that employees would want to use .................... 26
Table 4.3.3 Attitude ratings of employees towards use of FWAs ..... 26
Table 4.4.1 Employees perceptions on the level of usefulness of various types of FWAs ........................................... 28
Table 4.4.2 Employees perceptions on the level of usefulness of various types of FWAs ........................................... 29
LIST OF FIGURES

Fig. 2.1 Conceptual frame for the research ........................................ 17
Fig. 4.2.1 Gender distribution of employees ....................................... 22
Fig. 4.3.1 Level of use of types of FWAs ........................................... 25
Fig. 4.3.3 Attitude ratings of employees towards use of FWAs ............. 27
Fig. 4.6 Frequency opinions of managers on influence of business needs on the use of FWAs .............................. 31
ACKNOWLEDGEMENT

Special thanks go to my research project supervisor, Mr. S. K. Bett, for his effective guidance and encouragement. I am also grateful to Mr. Ochieng Harrison, a student colleague, for his inspiration, advice and constructive criticisms during my project proposal writing and production of the final report. I am also grateful to the principal and teachers of Sori Secondary School for their assistance and cooperation. I am equally indebted and owe special thanks to my dear wife for her support.

I highly appreciate assistance from individuals and institutions who contributed greatly to make this research complete by giving me important information or responding to the research questionnaire.
DEFINITION OF TERMS

Flexible Working Arrangements: Patterns of work schedule designed to help employees balance work and home-life. This deliberate arrangement leaves the employee with enough time to undertake other duties outside his workplace.

Work-Life Balance: Balance provided by flexible working arrangement between duties at work and responsibilities at home of an employee.

Sugar Industry: All firms that process sugar cane to produce sugar for consumers in the market. In Kenya, the sugar industry is comprised of firms that include SONY Sugar Company, Mumias Sugar Company, Chemelil Sugar Company and Muhoroni Sugar Company.

Working Flexibly: When the work pattern of an employee is a Flexible Working Arrangement.
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>FWA</td>
<td>Flexible Working Arrangements</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
</tr>
</tbody>
</table>
CHAPTER ONE

1.0 INTRODUCTION

1.1 BACKGROUND TO THE STUDY

In recent times, workplace has altered dramatically. Flexible employment is now a vital element of both corporate competitiveness and employees' performance. 'Flexible working' is a phrase that describes any working pattern adapted to suit the worker's needs. It is a pattern that differs from the traditional 9 hours a day for 5 days a week over 48 weeks per year carried on the employer's premise.

In flexible working arrangements individual employees adopt a deliberate work pattern that leaves him or her enough time to undertake other duties outside his workplace. Mullins Laurie (2005) describes Flexible Working Arrangements as patterns of work schedule designed to help employees balance work and home life. These arrangements are also herein referred to as Work-Life Balance options. Work-Life balance defines how the organization intends to allow employees greater flexibility in their working patterns so that they can balance what they do at work with the responsibilities and interests they have outside work.

Web pages of Canadian Centre for Occupational Health and Safety (16/2/2009) define flexible working arrangements as alternate arrangements or schedules from the traditional working day and week. Employees may choose a different work schedule to meet personal or family needs. Alternatively, employers may initiate various schedules to meet their customer needs.

Although some form of flexibility have been around for a long time such as shift working, part-time and flexitime, the last few years have seen the introduction of many others such as Annualized Hours, Job Sharing, Compressed Working Week, Staggered Hours, Telecommuting and Gradual Retirement (Allen, 2000).

There may be some short-term costs related to becoming a more flexible employer. For example, costs to set up the technology for an employee to work at home. On the other hand, some costs can be reduced, for example, less office space may be needed. Happier staff members will stay longer with the organization and by retaining experienced staff there will be reduced cost of recruitment and training. Allen (2000) is of the opinion that the benefits of flexible working arrangements will always outweigh the costs.
In many organizations people are the most valuable and expensive resource. Successfully managed flexible working arrangements can result in enormous benefits to employer and employee alike. In both large and small organizations, one of the key roles of the Human Resource Management is to look for ways to help employees make their lives more manageable and their work more enjoyable and productive. Flexible work may offer employees more freedom to organize their work to fit in with other parts of their life. Similarly, to companies, flexibility may come with the ability to organize staffing more in line with the varying needs of clients, or with peaks and troughs of workload (Armstrong, 2003).

People use flexibility working arrangement to find time and take care of young children, disabled children, to continue education, increase time with their children, spend time on community or religious activities and care for older relatives, among other reasons. Flexible working arrangements are directly beneficial to employees and should therefore improve work attendance, job satisfaction, morale and productivity.

Flexible Working Arrangements need to be formally written into company policy or an informal agreement between the employee and employer (The Catalyst, 1996). This gives the employee the right to request for a particular flexibility option, even though not the right to have it.

Developing Economies and Less Developed Economies, particularly of the Sub-Saharan Africa still have limited number of Flexible Working Arrangements for their employees. In Kenya, it is common to find large organizations initiating one or two basic options such as Part Time and Career Breaks, and failing to give their employees the wide range of flexibility options to choose from. Moreover, a number of small organizations from the beginning made up their minds not to allow flexible working. What one gathers is that Flexible Working Arrangements are not popular in Kenyan organizations despite the benefits employees and employers are likely to realize.

A number of factors influence the usage of flexible working arrangements. These factors influence the type of working arrangement a company adopts and its success. Some other factors also hinder usage of the flexible working arrangements and have contributed to their absence in many organizations altogether.
1.2.0 STATEMENT OF THE PROBLEM

The purpose of designing flexible working arrangements is to make sure that work gets done in the most effective way and from the most effective location. The working arrangement must be consistent with business goals and needs. A number of flexible working options tend to be so popular in developed economies such as U.S.A., Japan and Europe (Daft, 1987). In spite of the popularity of flexible working arrangements in developed economies it is still not greatly utilized in countries like Kenya and other less developed countries (Nzuve, 1999). It is against this background that the purpose of this study was to investigate the factors that influence flexible working arrangements. These flexible working arrangements when successfully managed can result in enormous benefits to employers and employees alike. However, in developing economies like Kenya, flexible working options are not so popular as such particularly emerging flexibility options such as Annualized Hours, Job Sharing, Compressed Work Week, and Telecommuting.

A number of factors are responsible for the difficulties faced by employers and employees whenever they use or intend to use flexible working arrangements. These factors influence whether an organization will offer a given FWA or not, and whether employees will adopt them. It is important to find out the reasons why many organizations in Kenya, and particularly SONY Sugar Company in Nyanza Province, are reluctant to initiate these flexibility options. It is equally important to find out the reasons why, despite the potential benefits of flexible work, a number of employees do not take up any of these options.

Despite the limited use of flexible working arrangements in Kenya, a few organizations have successfully used certain options of flexible working arrangements (Nzuve, 1999). At SONY Sugar Company, there is minimal use of flexitime and part-time work. An investigation to determine factors that influence usage of flexible working arrangements in organizations within the sugar industry in Kenya was therefore necessary so that clear and effective Human Resource policies would be developed to address them.
1.3.0 STUDY OBJECTIVES

1.3.1 General Objectives
To identify factors that influence usage of Flexible Working Arrangements in SONY Sugar Company Ltd.

1.3.2 Specific Objectives
1. To establish how employee and business needs do influence flexible working arrangements.

2. To examine how company objectives and policies do influence flexible working arrangements at SONY Sugar Company.

3. To find out the extent to which seasonality of the operations of the company do influence flexible working arrangements.

4. To determine the extent to which employee motivation influence flexible working arrangements at SONY Sugar Company.

1.4 RESEARCH QUESTIONS

1. Do the employee and business needs influence flexible working arrangements in SONY Sugar Company?

2. How do company objectives and policies influence flexible working arrangements?

3. In which ways have seasonality in the operations influenced the working arrangements?

4. To what extend does employee motivation influence the use of flexible working arrangements at SONY Sugar Company?
1.5 SIGNIFICANCE OF THE STUDY

This research project was meant to create awareness on the use of flexible working arrangements. It provides information to employees and employers on the various options of flexible working arrangements that are relevant and effective in their places of work. The study provides detailed information to employers as well as employees on the factors that influence and hinder the use of flexible working arrangements so that they can successfully pursue the option of their choice.

For Companies implementing effective flexible work arrangements, it will be part of their winning strategy in the war for talent and competition, as they look at ways of improving employee-retention, increasing productivity and becoming the employer of choice in the industry.

The research findings will assist employers to redraw the boundaries between home and work, so that as much as workers are given flexibility option that suits them, the business does not compromise on its needs and goals.

The research findings were meant to add to the general body of the existing knowledge in the area of flexible working arrangements and was also expected to stimulate academic researches on flexible working arrangements in educational institutions.

In summary, the objective of flexible working arrangements is to improve the productivity, effectiveness and efficiency of business operations and assist employees to balance their work commitments with personal commitments.

1.6 SCOPE OF THE STUDY

The study focused on the existing flexible work arrangements and possible new ways of working flexibly. However, the investigation did not include study of Career Break option. This is because most organizations are successfully using Career Breaks such as study-leave, Maternity-leave, Sick-leave and sabbaticals with very little hindrances.

The study was carried out in Nyanza Province – Kenya and the focus was on employees working for SONY Sugar Company Ltd.

The study did not investigate work patterns of casual-labourers (temporary workers) due to the limited span of time during which they are hired. The temporary nature of their employment could not enable a valid data to be collected.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

Allen R. (2000) has mentioned that Flexible Working Arrangements have evolved from limited, ad-hoc options through a finite set of standard options (part-time, job sharing, telecommuting) to the current wide array of full-time and reduced-hour arrangements. Recent research work indicates that over 70% of people in the job market find the idea of flexible working attractive (Working Families, 2007). This chapter looks at past studies, reviews major issues and gaps to be filled by the study on flexible working arrangements.

2.2 PAST STUDIES

2.2.1 Job Analysis and Flexible Working Arrangements

Every human service organization consists of people working in a variety of capacities to achieve a mission. Work is divided into ‘jobs’ and positions to allow for the efficient accomplishment of agency goals. Jobs are the building blocks of all organizations and their descriptions are the foundations of nearly all human resource management (McClelland, 1987).

Job analysis is the process by which descriptions are created. Job analysis identifies those tasks a new job entails and determines the relationships between and among positions. It also specifies the qualifications of positions.

Flexible working arrangements are an example of job descriptions aimed at meeting employees’ unique needs and business needs. Flexible working arrangements are important in human resource management. According to Chalton (2000), if competently and thoroughly conducted, job analysis provides a deeper understanding of individual jobs and their behaviour requirements, and therefore creates a firm basis on which to make personal decisions. Such decisions include whether flexible working arrangements are to be offered and which types of flexible working arrangements are appropriate.

Ezra and Deckman (1996) describe job analysis as a process that identifies and comprehensively describes what the worker does in terms of actions or functions, how the work is done – the methods, techniques and process involved, the necessary worker characteristics – the knowledge, skills and abilities needed to accomplish the job, the results of the work – the goals produced or services rendered, the context of the work in terms of environment and organization of factors and the nature of the work itself.
Flexible working arrangements in an organization represent one way in which various items of job analysis are achieved. Job analysis sets out the purpose of a job, where it fits in the organization structure, the content within which the job holder function, the principal accountabilities of job holders or the main tasks they have to carry out. In the organization, FWA enables employees to balance work and their responsibilities at home and is therefore an important consideration in job analysis. The FWA looks at the main tasks of each employee and when he/she should perform the duties. Flexible working hours of the various FWA fit in the organization structure so that work is done efficiently.

In job analysis, Person Specification sets out the education, qualifications, training, experience, personal attributes and competencies of a job satisfactorily (Armstrong, 2003). Person specification needs to be carried out to determine those employees who qualify for given options of flexible working arrangements.

Job description in flexible working arrangements is used to define the place of the job. It also provides the basis for the contract of employment under a Flexible working arrangement. Job description provides basic information about the job under the headings of the job title, reporting relations and overall purpose.

The Retention Plan is another aspect of job analysis and FWA is an important tool in the organization for achieving it. The retention plan should be based on analysis of why people leave their jobs for another one. People may leave because of job dissatisfaction if jobs are unrewarding. Mullins (2005) is of the opinion that jobs should be designed to maximise skill variety, task significance, autonomy and feedback, and they should provide opportunities for learning and growth. Flexible working arrangements are work patterns designed to suit employees’ home and work schedules and expectations, and are therefore instrumental in solving cases of job dissatisfaction. Flexible working arrangements form part of the retention plans in organizations.

Job analysis also entails Flexibility Plan. This plan aims to provide for greater operational flexibility and improve the utilization of employees’ skills and capacities. The plan also aims to reduce employment costs, increase productivity and helps achieve downsizing smoothly and in a way which avoids the need for compulsory redundancies (Employer Zone, 15/2/2007)
Plans to introduce more flexible patterns of work are principally processes of job analysis of the work situation, for examples;
Taking a radical look at traditional employment pattern to find alternatives to full-time, permanent staff (Graham and Bennett, 1998).
New arrangements to flexible hours.
New overtime arrangements, and
New shift-working arrangements.

2.2.2 Employees’ needs that necessitate use of flexible working arrangements.
The following statistics show that employees presently need flexible work options more than ever before, (Source: Catalyst, Making Work Flexible: Policy to Practice, 1996).

In 1995, 60% of married couples in U.S.A. were dual-career couples, up from 44% in 1967. Both husband and wife had a job and had to balance home and work responsibilities. There is need to initiate Flexible Working Arrangements for such workers so that they can find time off to attend to family responsibilities.

In 1996, 62% of all mothers with children under the age of 6 years were in the labour force, up from 39% in 1975. These female employees need the option to work flexibly so as to balance work and life at home.

Nearly 60% of women (USA, 1993) interviewed would have left their jobs without the opportunity to work flexibly. Flexible work arrangements help organizations retain experienced and valuable employees.

Mullins (2005) is of the opinion that every worker has the right to request to work flexibly, though not the right to have it. International Labour Organization (ILO) recommends the following categories of employees as eligible for Flexible Working Arrangements (Source; ILO, Industrial Agreements Act, 2006):

* Those having a child under 6 years of age or a disabled child under 18.
* A carer who cares or expects to be caring for a spouse, partner, civil partner or relative who for health reasons needs constant care.
* An employee on recovery after an illness or injury can seek for flexible working.
* For instance return to work for 2 days per week, gradually building up to 3 and
then 5 days a week.
An employee can ask for flexitime arrangement which allows him/her to take children to school and make up the hours later in the day.

2.2.3 Seasonality of operations.
Smith (2008) lists causes of seasonality in operations of a company as seasonal slumps in climate and consumer demands, effects of style fluctuation and hand-to-mouth buying. Solutions suggested by Smith (2008) to the challenges of seasonality slumps include; Creating out-of-season uses for the seasonal product. Diversifying the market to avoid seasonality. Diversifying the product to fill seasonal gaps. Attempts to introduce early ordering. Stabilizing employment for the individual worker through provision of flexible work arrangements such as part-time employment. Advance manufacturing as a means of keeping the labour.

In the sugar industry, seasonality in operations can be brought about as a result of temporary closure of factories for maintenance and clean up. Operations may stop temporarily due to reduced cane supply as a result of poor weather conditions. Sugar companies such as SONY Sugar Company do experience seasonality in operations. Peak seasons when all factories are operational realise optimum sugar production. The company enters slump seasons when factories close and sugar production drops. Seasonality in operations affect the work done by employees, especially those employed on full-time basis. Adoption of FWA can provide solutions to having idle labour force during seasonal slumps and assist cut costs of operations.

2.2.4 Motivation as a factor influencing FWA
Motivation is concerned with the factors that influence people to behave in certain ways. It is a goal-directed behaviour. The three components of behaviour as listed by Armstrong (2005) are:
Direction; what a person is trying to do.
Effort; how hard a person is trying.
Persistence; how long a person keeps on trying.

Motivating other people is about getting them to move in the direction you want them to
go in order to achieve a result. Daft (1987) is of the opinion that people are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward that satisfies their needs.

Motivation at work can take two ways. First, people can motivate themselves by seeking, finding and carrying out work or being given work that satisfies their needs both at work place and at home. Workers are therefore motivated when the employment offers them flexible work patterns that enable them to balance work and home-life. Secondly, people can be motivated by management through such methods as pay, promotion and praise.

2.2.5 Objectives and policies of organizations on FWA

Organizational objectives are long-range objectives and they serve as the goals for management in achieving the organizational mission. Long-range objectives can assist in planning FWA objectives for the company. An example of FWA objective is to achieve a smooth downsizing of the labour force to avoid unpleasant redundancies. This type of planning eliminates crisis management.

Policies are broad general statements of expected behaviour. Company policies lay out guidelines, for example on alternative work schedules. Flexible working arrangement policies involve areas such as extension of work hours, who to ask for it, how to apply and the rights of the employee pertaining availability of flexible work arrangements.

2.3 CRITICAL REVIEW OF MAJOR ISSUES:

2.3.1 Types of Flexible Working Arrangements

There are a number of types of Flexible Working Arrangements that employers can initiate to help them meet their business needs and employees can adopt to help them balance work and home life.

Flexible working arrangements for full-time workers include:

Compressed Work Week or Fortnight

Compressed Work Week occurs when an employee works for longer periods of time per day or shift in exchange for a day off. Employee(s) may start work earlier or finish later than the normal work day. Full-time employees who wish to work their contracted hours can do so over extended days but shorter week or fortnight.
Examples of Compressed Work Week include; for a 40 hours work week, an employee is working 10 hours a day for 4 days a week and takes the 5th day off.

Secondly, an employee may work an extra 1 hour a day with 1 day off every 2 weeks in a **Compressed Working Fortnight**. Compressed Working Week may also be realized by shortening breaks such as lunch-break and leaving earlier.

Compressed Work Week is often initiated by the employee, but sometimes the employer may initiate the option to improve operational efficiency, to maximize production or to establish longer hours which can enhance customer service (Canadian Centre for Occupational Health and Safety, 2007)

**Staggered Hours:**
Staggered hours working has flexible start and finish times. It is not intended to reduce the number of working hours from normal full-time hours and does not accrue extra hours. The contracted hours and employee benefits remain unchanged.

There are different starting, break and finishing times for employees in the same work place. Thus, in staggered hours, employees arrive at different times in the morning. Some report as early as 6.00 a.m. and leave early by 3.30 p.m. Others start at 8.00 a.m. while some report as late as 10.00 a.m. to leave also late as 6.30 p.m.

**Flexible Working Arrangements for Part-Time workers include the following:**

**Part-Time Work and Reduced Hours**
The number of hours worked in part-time work or reduced hours pattern is less than the normal full-time contract. This is determined by the needs of the job and the needs of the employee. Part-time employees, for example, work only at peak workload hours.

According to Mullins (2005), Reduced/Part-time may be considered in some cases for employees with health problems or disabilities; work hours are negotiated so that the employee works less hours.

**Job Sharing:**
This involves sharing a job designed for one person with someone else. Job sharing occurs
when two or more people share one or more positions or set of duties. Employer Zone web pages (2/3/2009) outline that job sharing is arranged according to individual contract; the job sharer has a permanent contract with pro-rata pay and benefits. The job sharers share responsibility or have joint responsibility for full-time job description. They have an agreed time schedule and a division of responsibility by task and time between them/sharers, including a handing-over period. Job sharing requires effective communication between the sharers and also with the line manager.

Job sharing arrangements affect pay, benefits and holidays. Benefits of Job Sharing that organizations can derive include two people bring two sets of experiences and skills to the job as well as flexibility, working during busy peak times together and covering for each other's absences.

Flexible arrangements that can apply to either full-time or part time workers include the following:

Flexitime:
Flexitime is an arrangement where employees work a full day but they can vary their working hours by choosing when to work. It allows employees to choose, within set limits, the time they start and finish work. The total hours of work are not affected by this arrangement. For example, the employee may choose to start work between 7.30 and 9.30 a.m., and finish between 3.30 and 5.30 p.m.

This arrangement establishes a core period (e.g. 10 a.m. - 12 noon and 2 p.m. - 3.30 p.m.) during which all employees will be at work. Employees in flexitime should maintain their start/finish times so that a routine is established and co-workers can become accustomed to each other's schedule.

Annualised Hours:
Work Families Organization (2009) in their web pages describes Annualised Hours as Flexible Working Options that rely on a contract which sets out the number of hours an employee is expected to work per annum, rather than the more usual system of setting the number of hours worked over a period of one week. Hours of work can be varied from week to week and month to month in accordance with the needs of the business and the needs of the employee, following mutual agreement.
Annualized hours involve banking of hours by the employee which can be accrued and taken as time off work. The most common form of annualized hours is Term-time Working (Daft, 2002). In term-time, Daft mentions that an employee can work extra days during term-time which can be accrued and taken off during school holidays. The number of contracted hours is calculated from the whole working year and takes into account the length of the traditional working week and statutory and contractual holidays.

**Tele-Working (Telecommuting):**
Telecommuting or telework occurs when people do at least some of their regular work from home instead of going into the office. Details such as hours of work and how communication between the teleworker, co-worker and consumers need to be outlined.

Public Service Human Resources Management Agency of Canada (2007) in their web pages indicate that Telework involves the approval for an employee to perform the duties of his or her position, which are ordinarily performed at the employee's designated workplace at an alternative location, usually the employees home.

Telecommuting implies that an employee is connected to the office by use of electronic equipment (e.g. fax machine, pager and computer).

**Career Break:**
A career Break is an extended period of unpaid absence from work and can be used for study leave, maternity/paternity leave, sabbaticals or personal development. Many organizations state that employees must have completed one or more year's service in order to be considered for a career break. Employees who take career breaks do not lose their jobs but have the right to return to a position of the same level. However, those on contractual agreements do not have legal requirement to the same job instead may be required to resign from their job on the guarantee that they will be strongly considered for reemployment.

Despite the availability of many Work-Life Balance Options that one may choose from, in many organizations in Kenya particularly Nyanza Province, only a few are practiced. Flexibility options that are notably not practiced include Compressed Working Week, Annualized Hours, Telecommuting, Job Sharing, and Flexitime. The only common forms include Career Breaks and Part-time.
2.3.2 Benefits of Flexible Working Arrangements:
Successfully managed flexible working arrangements can result in enormous benefits to the business, employers and employees alike.

The benefits of flexibility for employees include:
Flexible working gives employees abilities to meet responsibilities both at home and at work. The arrangement help the employees keep their desired careers and status. The employee is able to maintain an income while meeting family responsibilities. Flexibility also helps employee to enjoy benefits of both work and personal life. Generally, flexibility enables employees achieve a higher level of motivation and personal commitments with reduced stress and sickness incidences. Flexible Working Arrangements such as flexitime may enable an employee avoid commuting during rush-hour. The employee may also get time off to take a child to school or leave work early to allow time for sports training.

The benefits of Flexibility to businesses and managers include;
Cost Savings and Higher Returns: There is a reduction in overheads and running costs through more efficient use of facilities. In addition, a motivated and committed workforce achieves a higher level of productivity which is then reflected in the organization's success.

Recruitment and Retention of Quality Staff: Good Work and Home-Life balance encourages employees to stay with the organization and not seek work elsewhere (Armstrong, 2004). The increased retention of highly skilled staff cuts down the need for and the cost of recruiting new employees as well as transfer of skills and experience to a competitor organization. Flexible Working offers a greater ability to attract high calibre new staff in an increasingly competitive labour market (Daft, 1997).

2.4 SUMMARY AND GAPS TO BE FILLED BY THE STUDY:
Summary: Flexible Working Arrangements are immensely beneficial to the employees and employers. It therefore beats logic to observe that these options are neither widely initiated by employers nor adopted by employees in Kenya. This research study is therefore duly obligated to find out reasons for this incongruity.

Managers regard moves towards greater flexibility as having noticeable effects on the job
satisfaction and performance of the staff (Work Families Organization, 2/3/2007). Increasing numbers of employers seek competitive advantage by reducing the number of core staff and are now using methods of more flexible employment and alternative ways of working. It also seems that for many small businesses, flexible employment is a major way to attract employees away from large enterprises (Beers, 2000).

Despite of these good reasons for a company to incorporate flexible working arrangements, work-life balance sound like every company's nightmare. Some of the factors that could be influencing the use of flexible working arrangements include employers' indifference to workers welfare (Bateman and Zeithmal, 1993), long-peak-hours that require presence of all employees (Armstrong, 2003), few number of employees in work areas that requires high skilled labour and inability of the management to implement effective duty roster (Graham and Schindler, 2003).

It is a curious paradox that in given instances flexible working arrangements are snubbed by a number of employees. For example, on one hand, female workers who have babies would prefer a work arrangement where she leaves work promptly to go home and relieve the childminder. They would want work to finish at the right time so as to leave on time. Flexible Working Arrangements are therefore something sought after by this category of women.

However, in other studies according to Mullins (2005), women prefer being at work to being at home. They see office life being adult and civilized, home life being chaotic and stressful. Related studies also indicate that women are not taking up flexible working policies in their places of work to avoid being labelled as different and weaker sex that require easier work pattern. This group of women are reluctant to adopt a flexible working arrangement in fear of being shunted into the slow lane away from promotions.

Gaps:
There are a number of challenges facing use of flexible working arrangements:
Flexible working arrangements are meant to assist employees to effectively balance their work and family responsibilities and improve business competitiveness and productivity. However, a number of setbacks are encountered in the use of these flexibility options. The Australian government department of Consumer and Employment, Labour Relations website (2007) outlines that most flexible working arrangements fail to adapt to meet the
changing needs of agencies and employees. It further mentions that the flexible arrangements in most cases are not available to all employees on a fair and adequate basis.

Another challenge that most flexible working arrangements fail to address is the provision of procedures for withdrawing from an agreed flexibility arrangement during the life of an agreement between an employee and employer.

The impact of flexible working arrangements on salary and leave entitlement is another controversial issue that is not clearly addressed in flexible working policies. Remuneration equity at times is difficult to arrive at if some employees are sharing a job, one works reduced hours during gradual retirement arrangements or recovering from illness.

There are a number of questions that are rarely answered in the use of flexible working arrangements. These include; can the employee (teleworker, for instance) work independently and be self-directed in accomplishing their tasks? Can the employee miss some meetings and social functions? Will the flexible work arrangements affect existing career development plans? How much onsite supervision, oversight or direction is needed?
2.5 THE CONCEPTUAL FRAMEWORK:

Fig. 2.1: The conceptual frame for the research.

**Independent Variables**

- Employees' needs, perceptions and attitudes
- Business needs
- Company objectives and policies
- Seasonality of operations of the organizations
- Employee motivation

**Dependent Variable**

Flexible Working Arrangements

*Source: Onyango Festus (Researcher), 2009*

**Intervening Variables on the independent factors influencing FWA**

1. Government and/or Trade Union Policies that regulate terms and conditions of employment.
3. Inflation and economic depression or boom influencing profitability of companies.

**Measurements of use of flexible working arrangements**

1. Availability of a number of Flexible Working Arrangements in an organization.
2. The number of employees who have adopted Flexible Working Arrangements.
3. The number of employees holding more than one job.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
The purpose of the research was to determine factors that influence use of flexible working arrangements in organizations. The focus of this chapter is the research design. It describes how data was collected, establishment of target population, the sample size, the sampling techniques and the instruments used in information gathering and the analysis of the data collected.

3.2 Study Design
A descriptive survey was used because the study was mainly qualitative in nature. According to Cooper and Schindler (2003) Descriptive Survey is one the most commonly used methods in behavioural science and has been widely used in business research for many years. The information obtained was used to describe the extent by which various factors influence the use of flexible working arrangements. It was a survey study of employees' preferences of given flexible working arrangements as well as those of their employers and the difficulties they do encounter.

The design was to allow the researcher to collect information on the prevailing practices, conditions, beliefs and different points of views. The data collected was used to describe, interpret, analyse and then give report on factors influencing use of flexible working arrangements in organizations.

3.3 Target Population
The study population for this research work included workers at all levels of organizational hierarchy at SONY Sugar Company.

The study looked at a heterogeneous population with many workers of different cadres. At SONY Sugar Company, the target population included 2 Departmental Heads, 3 Divisional Heads, 6 Section Heads and Supervisors, 12 superintendents, 17 Clerks, 11 Secretaries, 4 cooks, 25 cleaners 40 cane cutters and 20 security personnel. The following is a summary of the target population studied.
Table 3.1: Target Population.

<table>
<thead>
<tr>
<th>Population Character</th>
<th>Population Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Departmental Heads</td>
<td>20</td>
<td>1.4</td>
</tr>
<tr>
<td>Divisional Heads</td>
<td>30</td>
<td>2.4</td>
</tr>
<tr>
<td>Section heads /supervisors</td>
<td>60</td>
<td>4.3</td>
</tr>
<tr>
<td>Secretaries</td>
<td>110</td>
<td>7.9</td>
</tr>
<tr>
<td>Superintendants</td>
<td>120</td>
<td>8.6</td>
</tr>
<tr>
<td>Clerks</td>
<td>170</td>
<td>12.0</td>
</tr>
<tr>
<td>Cooks</td>
<td>40</td>
<td>3.0</td>
</tr>
<tr>
<td>Cleaners</td>
<td>250</td>
<td>17.9</td>
</tr>
<tr>
<td>Cane cutters</td>
<td>400</td>
<td>28.5</td>
</tr>
<tr>
<td>Security personnel</td>
<td>200</td>
<td>14.2</td>
</tr>
<tr>
<td>Total</td>
<td>1400</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher (2010)

3.4 Sampling Design:

Sampling strategy: A Proportionate Stratified Random Sampling method with regard to cadres of employees was used to pick on the respondents due to the heterogeneity of the study population. In addition, Simple Random Sampling was used to select the required sample size within each stratum. Sampling was done without replacement.

In this study, the decision to pick on SONY Sugar Company in the sugar industry was based on convenient sampling method due to non-probabilistic nature of the study and the researcher's own opinion that it was to provide an elaborate flexibility options available to the employees.

Sampling Frame:

A sample size of 10% of the population studied was obtained. This was based on the recommendations of Cooper and Schindler (2003). In a study involving 1000 workers, for instance, a sample size of 100 workers was to be drawn. The illustrations below show how sample size was arrived at.
Table 3.2 Sample frame.

<table>
<thead>
<tr>
<th>Population Character</th>
<th>Population Frequency</th>
<th>Sample Ratio</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Departmental Heads</td>
<td>20</td>
<td>0.1</td>
<td>2</td>
</tr>
<tr>
<td>Divisional Heads</td>
<td>30</td>
<td>0.1</td>
<td>3</td>
</tr>
<tr>
<td>Section heads / supervisors</td>
<td>60</td>
<td>0.1</td>
<td>6</td>
</tr>
<tr>
<td>Secretaries</td>
<td>110</td>
<td>0.1</td>
<td>11</td>
</tr>
<tr>
<td>Superintendents</td>
<td>120</td>
<td>0.1</td>
<td>12</td>
</tr>
<tr>
<td>Clerks</td>
<td>170</td>
<td>0.1</td>
<td>17</td>
</tr>
<tr>
<td>Cooks</td>
<td>40</td>
<td>0.1</td>
<td>4</td>
</tr>
<tr>
<td>Cleaners</td>
<td>250</td>
<td>0.1</td>
<td>25</td>
</tr>
<tr>
<td>Cane cutters</td>
<td>400</td>
<td>0.1</td>
<td>40</td>
</tr>
<tr>
<td>Security personnel</td>
<td>200</td>
<td>0.1</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1400</td>
<td></td>
<td><strong>140</strong></td>
</tr>
</tbody>
</table>

Source: Researcher (2010)

3.5 Data Collection Instruments and Procedure:
The study design was a case study involving use of two questionnaires. The first questionnaire was administered on employees due to their large number; appendix 1 shows this questionnaire. The second questionnaire was used to collect data from managers and supervisors; appendix 2 shows the questionnaire.

A two-day preliminary survey of the study area was undertaken to identify the place, research assistants and make necessary arrangements with the company administration for actual data collection. A pre-test was carried out during the survey to establish the suitability of the questionnaire items.

On the actual day, questionnaires with introductory cover letter were distributed to subjects forming the study sample. They were distributed to respondents and collected in a span of 3 days.
3.6 Data Analysis and Presentation

Preparation of data for analysis involved editing, classification and tabulation. The Statistical Package for Social Sciences (SPSS) was used to analyse the collected data along with the use of appropriate statistical tools, which included descriptive statistics such as proportions, frequencies and percentages.

The research design was able to provide both qualitative and quantitative data. Presentation of the results of data analysis has been made in bar graphs, frequency tables and pie charts. Conclusions made from the results were used to give recommendations with regard to the use of flexible working arrangements in organizations.
CHAPTER FOUR

4.0 DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction
In this chapter, the results of the study are presented. The chapter is broadly divided into;
level of use of Flexible Working Arrangements, influence of employees' needs on the use
of Flexible Working Arrangements, influence of business needs on the use of Flexible
Working Arrangements, influence of company objectives and policies on the use of
Flexible Working Arrangements, influence of seasonality of company operations on the
use of Flexible Working Arrangements and influence of employee motivation on the use
of Flexible Working Arrangements.

4.2 Demographic data of the study population
The research targeted 140 employees who are outside the management and 11 managers
and supervisors.
56 (40%) non-managerial employees were females while 84 (60%) were males. Figure
4.2.1 presents the gender distribution of the non-managerial respondents.

Fig.4.2.1: Gender distribution of employees

Source: Field data (2010)
All the 11 managers of the study population had university education of at least bachelor degree.

101 (72%) employees had Secondary (KCSE) Education. Only seven had a maximum of Primary Education. The table below summarises the education level of employees.

Table 4.2.1 Education level of employees

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Secondary</td>
<td>43</td>
<td>31</td>
</tr>
<tr>
<td>Certificate</td>
<td>41</td>
<td>29</td>
</tr>
<tr>
<td>Diploma</td>
<td>34</td>
<td>24</td>
</tr>
<tr>
<td>Degree</td>
<td>15</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field data (2010)

Asked for how long they had been working in the company, the employees’ response were as shown in the table below.

Table 4.2.2 Period employees have worked in the firm

<table>
<thead>
<tr>
<th>Number of years worked</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 1 year</td>
<td>18</td>
<td>13</td>
</tr>
<tr>
<td>1 – 5 years</td>
<td>28</td>
<td>20</td>
</tr>
<tr>
<td>6 – 10 years</td>
<td>36</td>
<td>26</td>
</tr>
<tr>
<td>11 – 15 years</td>
<td>26</td>
<td>18</td>
</tr>
<tr>
<td>Over 15 years</td>
<td>32</td>
<td>23</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field data (2010)

4.3 Types of Flexible Working Arrangements at SONY Sugar Company

Types of Flexible Working Arrangements that are found available to workers at Sony Sugar Company include Compressed Work Week, Staggered Hours, Flexitme, Part-time work and Annualized Hours.
4.3.1 Level of use of Flexible Working Arrangements

The use of Flexible Working Arrangements is still minimal with only 112 (8%) of the 1,400 employees working flexibly. This is according to the statistics from the Human Resource office of the company. The table below shows the various Flexible Working Arrangements and the number of employees using them.

<table>
<thead>
<tr>
<th>Type of FWA</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compressed Work Week</td>
<td>12</td>
<td>11</td>
</tr>
<tr>
<td>Staggered Hours</td>
<td>20</td>
<td>18</td>
</tr>
<tr>
<td>Flexitime</td>
<td>34</td>
<td>30</td>
</tr>
<tr>
<td>Part-time Work</td>
<td>30</td>
<td>27</td>
</tr>
<tr>
<td>Annualized Hours</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Compressed Fortnight</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Job Sharing</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Teleworking</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>112</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field data (2010)

Flexitime tends to be more popular than the other Flexible Working Arrangements. The arrangement better meets the workers’ needs and the company finds it cost effective and makes better use of the regular staff. There are no employees who have adopted either teleworking or job sharing options.
4.3.2 Employees preference for Flexible Working Arrangements

Even though there is minimal usage of Flexible Working Arrangements at SONY Sugar Company, many employees would want to adopt a Flexible Working Arrangements. 70% (98) of the respondents expressed desire to adopt given options of Flexible Working Arrangements with majority preferring to use flexitime. Telework is the least desired. 30% (42) of the respondents indicated that they do not intend to use any given option of Flexible Working Arrangements. The employees preference are summarised in the table below.

---

Source: Field data (2010)
Table 4.3.2  FWA that employees would want to use

<table>
<thead>
<tr>
<th>Type of FWA</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compressed Work Week</td>
<td>17</td>
<td>12.1</td>
</tr>
<tr>
<td>Compressed Fortnight</td>
<td>6</td>
<td>4.3</td>
</tr>
<tr>
<td>Staggered Hours</td>
<td>13</td>
<td>9.3</td>
</tr>
<tr>
<td>Flexitime</td>
<td>28</td>
<td>20.0</td>
</tr>
<tr>
<td>Part-time Work</td>
<td>11</td>
<td>7.9</td>
</tr>
<tr>
<td>Annualized Hours</td>
<td>19</td>
<td>13.6</td>
</tr>
<tr>
<td>Job Sharing</td>
<td>3</td>
<td>2.1</td>
</tr>
<tr>
<td>Teleworking</td>
<td>1</td>
<td>0.7</td>
</tr>
<tr>
<td>None</td>
<td>42</td>
<td>30.0</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field data (2010)

4.3.3 Employees attitudes towards the use of flexible working arrangements.
Majority of the employees (58%) have a very positive attitude towards the use of flexible working arrangements. They regard FWA as very important in enabling workers balance their duties at work and commitments they have at home. Employee attitude rating towards FWA is as summarised in the diagrams below.

Table 4.3.3  Attitude ratings of employees towards use of FWA

<table>
<thead>
<tr>
<th>Attitude</th>
<th>Frequency</th>
<th>Percentage rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very positive</td>
<td>81</td>
<td>58</td>
</tr>
<tr>
<td>Positive</td>
<td>29</td>
<td>21</td>
</tr>
<tr>
<td>Fairly positive</td>
<td>17</td>
<td>12</td>
</tr>
<tr>
<td>Negative</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td>Very negative</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>140</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field data (2010)
4.4 Employees' and Managers' perceptions on the use of flexible working arrangements:

Most employees regard FWA as very important to them and to the organization and perceive them as a positive development. Majority of them stated that they have high level of job satisfaction thanks to their current flexible work pattern.

Employees' perceptions on the level of usefulness of various types of FWA.

The table below shows the employees' perceived level of usefulness of each type of FWA in assisting employees balance their responsibilities at work and home.

Flexitime, Compressed Work Week and Part-time Work are viewed by employees as the most effective ways to meet Work-Life balance. 49% of the employees view Flexitime as strongly useful. 43% of the employees view Job Sharing as not at all useful.
<table>
<thead>
<tr>
<th>Type of FWA</th>
<th>Strongly useful</th>
<th>Somewhat useful</th>
<th>Not at all useful</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Frequency</td>
<td>Frequency</td>
<td>Frequency</td>
</tr>
<tr>
<td>Compressed Work Week</td>
<td>45</td>
<td>67</td>
<td>28</td>
<td>140</td>
</tr>
<tr>
<td>Compressed Fortnight</td>
<td>38</td>
<td>70</td>
<td>32</td>
<td>140</td>
</tr>
<tr>
<td>Staggered Hours</td>
<td>55</td>
<td>65</td>
<td>20</td>
<td>140</td>
</tr>
<tr>
<td>Flexitime</td>
<td>69</td>
<td>53</td>
<td>18</td>
<td>140</td>
</tr>
<tr>
<td>Part-time Work</td>
<td>48</td>
<td>62</td>
<td>30</td>
<td>140</td>
</tr>
<tr>
<td>Annualized Hours</td>
<td>63</td>
<td>52</td>
<td>25</td>
<td>140</td>
</tr>
<tr>
<td>Job Sharing</td>
<td>28</td>
<td>52</td>
<td>60</td>
<td>140</td>
</tr>
<tr>
<td>Teleworking</td>
<td>36</td>
<td>56</td>
<td>48</td>
<td>140</td>
</tr>
</tbody>
</table>

*Source: Field data (2010)*

**Managers’ perceptions on the level of usefulness of various types of FWA.**

All managers and supervisors agreed that each and every pattern of Flexible Work Arrangements is useful both to the employee and the organization in general. 91% of them view Flexitime as strongly useful and 82% regard Annualised Hours as strongly useful. Their views are as summarised in the table below.
Table 4.4.2 Managers’ perception on the level of usefulness of various types of FWA

<table>
<thead>
<tr>
<th>Type of FWA</th>
<th>Strongly useful</th>
<th>Somewhat useful</th>
<th>Not at all useful</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>%</td>
<td>Frequency</td>
<td>%</td>
</tr>
<tr>
<td>Compressed Work Week</td>
<td>7</td>
<td>64</td>
<td>4</td>
<td>36</td>
</tr>
<tr>
<td>Compressed Fortnight</td>
<td>6</td>
<td>55</td>
<td>5</td>
<td>45</td>
</tr>
<tr>
<td>Staggered Hours</td>
<td>5</td>
<td>45</td>
<td>6</td>
<td>55</td>
</tr>
<tr>
<td>Flexitime</td>
<td>10</td>
<td>91</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Part-time Work</td>
<td>8</td>
<td>73</td>
<td>3</td>
<td>27</td>
</tr>
<tr>
<td>Annualized Hours</td>
<td>9</td>
<td>82</td>
<td>2</td>
<td>18</td>
</tr>
<tr>
<td>Job Sharing</td>
<td>3</td>
<td>27</td>
<td>8</td>
<td>73</td>
</tr>
<tr>
<td>Teleworking</td>
<td>4</td>
<td>36</td>
<td>7</td>
<td>64</td>
</tr>
</tbody>
</table>

Source: Field data (2010)

Employees’ perceived level of Job Satisfaction and Performance at work as influenced by their FWAs

75% (84) of the employees who work flexibly reported that their job satisfaction due to their current FWA is Very Great, 25% (28) reported that their job satisfaction is Great and none of them reported that their job satisfaction is Not Great.

In addition, all employees (112) who work flexibly reported that their current FWA has improved their work performance.

4.5 The influence of employees’ needs on the usage of FWA

A number of employees’ needs played a significant role in their decision and that of the management to use and introduce given FWA respectively.

Out of the 112 employees who work flexibly, 52 (46.4%) made requests to adopt the work option to meet their individual needs while 60 (53.6%) had their FWA initiated by the employer as a way of meeting the company’s needs. 46.4% of the FWA were therefore influenced by employees needs. Some of these needs included the following.

(i) 16 (31%) needed to work flexibly so as to take children to school early in the morning or collect children from school.
(ii) 12 (23%) needed to work flexibly so as to take care a child under 6 years of age or a disabled child under the age of 18.

(iii) 9 (17%) work flexibly to cope with difficulties of commuting long distances.

(iv) 8 (15%) work flexibly to manage more than one job with different employers.

(v) 5 (10%) work flexibly to have more time for recovery after an illness or injury or manage a debilitating illness.

(vi) 2 (4%) work flexibly to take care of a spouse or relative who for health reasons needs constant care.

4.6 Influence of the Business needs on the use of FWAs

11 (100%) of the managers reported that seasonality of the operations of the organization necessitated the company's decisions to initiate the current Flexible Working Arrangements. The other business needs they suggested to have necessitated the introduction of FWAs included the need for the company to attract high skilled workers as reported by 7 (64%) of the managers and the need to meet the objectives and policies of the organization, as reported by 6 (56%) of the managers.

None of the managers reported the need for the company to reduce wage bill and the need to meet unique customers' needs as factors that could have necessitated the company's decision to introduce FWA.

The figure below illustrates the influence of business needs on use of FWA as reported by the managers and supervisors.
4.7 Factors hindering the use of FWA

Managers, supervisors agreed that there are a number of factors that have contributed to the low level of use of flexible working arrangements at SONY Sugar Company.

As asked to suggest the various difficulties experienced with the FWA, the managers gave the following suggestions.

(i) Employees lack of discipline and work commitment.
(ii) Long peak hours that requires presence of all employees.
(iii) Few numbers of employees in critical work areas.
(iv) Inability of the management to implement effective duty roster.

52 (37%) employees believed that understaffing, especially in critical work areas, is the main reason why the company has not offered Flexible Working Arrangements to a large number of employees.

Employer’s indifference to workers’ welfare was also noted by 22% (31) of the employees as a factor contributing to the low usage of Flexible Working Arrangements.

In addition, a number of employees suggested that they should be involved in determining the types of FWAs offered and their implementation.
4.8 **Company objectives and policies that have influenced the use of FWA.**

The managers and supervisors were asked to state the company objectives and policies that have influenced the use of FWA. They stated the following.

(i) All managers and supervisors (100%) agreed that it is company’s policy to use FWA to improve on the productivity, effectiveness and efficiency of the company operations.

(ii) 92% of the managers and supervisors stated that the objective of FWA is to assist employees to balance their commitment at work with those at home.

(iii) Most managers (87%) reported that another objective of FWA is to improve work attendance, job satisfaction and morale of the workers.

(iv) All managers stated that it is also the objective of the company to manage work scheduling by using FWAs, particularly Annualised Hours, Staggered Hours and Part-time work, to solve the challenges that arise due to seasonality in factory operations.

4.9 **Influence of seasonality in company operations on use of FWA**

11 (100%) of the managers and supervisors reported that seasonality in company operations has influenced the introduction and continued use of FWA, at SONY Sugar Company.

Asked to state the FWA used to manage the assignment of duties in response to seasonality, they reported use of staggered hours, annualised hours and part-time work. All the respondent managers indicated that staggered hours and part-time work are the most effective FWAs in managing seasonality.

The managers further stated that causes of seasonality in operations include temporary closures of factories for maintenance, repairs and slumps on sales of sugar products.

4.10 **Influence of employees level of motivation on use of FWA**

Most of the managers and supervisors (73%) agreed that most of the employees who work flexibly are highly motivated and that this has influenced the continued use of the various options of FWA in the organization. They further reported that cases of absenteeism are minimal amongst this category of employees mainly due to their dedication to work.

Eight out of the eleven managers and supervisors agreed that employees who work flexibly are highly motivated. The other three managers indicated that the employees are Averagely Motivated due to their flexible work pattern.
74% (83) of the employees who work flexibly also reported that their high level of motivation at work has contributed to the success of the particular FWA they adopted and that this has encouraged the management to continue offering them.
CHAPTER FIVE
5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter presents summary of the research findings and gives conclusions of the study. Further, recommendations are given on the way Flexible Working Arrangements can be used in organizations. The chapter also contains suggestions for further research. The purpose of the study was to investigate into the factors influencing the usage of flexible working arrangements in organizations.

5.2 Summary of Major Findings
The investigations established that all the eleven managers and supervisors studied are holders of at least first university degree. This was seen as strength in the organization, because with good education, managers are in better positions to make sound decisions, especially with regard to human resource management. 95% of the employees studied had secondary education and above. This meant majority of the employees have the ability to comprehend the mechanics of flexible working arrangements and how they can make good use of them.

The study found out that the use of FWAs is still minimal at Sony Sugar Company with only 8% (112) of the company employees using them. The company offers flexitime, staggered hours, part-time work, compressed work week and annualised hours. The FWAs used by individual employee are often initiated by the employees themselves by forwarding requests to the human resource department. However, annualised hours and staggered hours had been initiated by the human resource office.
Flexitime and part-time work were found to be the most widely used FWAs, with 34% adopting flexitime and 30% adopting part-time work.

Flexitime was highly rated by the employees as the most useful FWAs in helping them balance their work and responsibilities at home. Majority of the employees (60%) felt that job-sharing is not useful at all in their work-life balance. Although, the company does not offer teleworking and job sharing, a number of the employees were of the opinion that the two options can be effective in helping them balance their work and home responsibilities.
The study established that a number of employees’ needs have influenced the introduction and use of FWAs at Sony Sugar Company. 46.4% of cases of FWAs were introduced to meet employee needs. The management also started some FWAs to meet company needs; namely, to attract highly skilled labour, to manage seasonality and to accomplish company objectives and policies.

Understaffing, employer’s indifference to workers welfare and employee lack of work commitment and discipline were noted as factors contributing to the low level of use of FWAs in the organization.

5.3 Answers to the research questions

5.3.1 Do the employees’ needs influence flexible working arrangements at Sony Sugar Company?

The study found out that a number of employees’ needs influenced the decision of the employees to adopt specific types of flexible working arrangements. Employees who had school going children decided to adopt Flexitime option of FWA so that they can get time to take their children to school in the morning before they report to work. Some of them report to work as early as 6.30 a.m. in the morning to allow them leave work as early as 4.00 p.m. in the evening to pick up their children from school.

The study established that flexitime is also used by those employees who have a child under 6 years of age. Working mothers found flexitime more appropriate, because by choosing when to work, some would spend early morning hours attending to the child before rushing to work, and then work till late in the evening to accomplish their full working hours of the day.

Employees who are commuting far distances have also found flexitime very handy to beat the early morning traffic jam. By reporting to work mid-morning at about 9.00 a.m., they are able to avoid the morning traffic jam. They work late to leave for home at 6.00 p.m. when traffic has also died down.

The study findings established that 15% of those who work flexibly are working part-time to enable them manage more than one job with different employers. Such employees would want to work a few hours in the morning, for instance, and report to work in the afternoon in another company. Other part-timers at Sony Sugar Company work on
specific days of the week, for example on Friday, Saturday and Sunday, and take other
days working for a second company.

Another group of employees working flexibly (10%) needed a work pattern that would
enable them cope with their ill-health and make quick recovery. For that matter, some
adopted Compressed Work Week and others resorted to Compressed Fortnight so that
they can get a day off in a week or every 2 weeks to be able to see their doctor on regular
basis.

Some employees decided to adopt Flexitime so that they can get time to regularly practice
for a given sporting activity or volunteer his/her services to church activities and to some
time to take care of a relative who for health reasons needs constant care. This category
comprised 4% of the employees who work flexibly.

5.3.2 Do business needs influence flexible working arrangements at Sony Sugar
Company?
The needs of the company (business) that influenced the introduction and use of FWA
included the following.

(i) The need to manage seasonality in the operations of the company with
regard to scheduling of work during temporary closure of factories. 31% of
the managers and supervisors agreed to this as one of the needs. This
necessitated the introduction of part-time work and annualised hours.

(ii) The need to attract high skilled workers. This is according to 23% of the
managers. The company has used part-time work to employ highly skilled
work force. The company’s agronomist and water engineer, for instance,
work part-time as they are engaged elsewhere during certain days of the
week.

(iii) FWAs are used to accomplish certain objectives and policies of the
organization. This was in the opinion of most managers (56%).

5.3.3 How do company objectives and policies influence flexible working
arrangements?
The research found out that one of the objectives of the company for having introduced
FWA was to improve on the productivity, effectiveness and efficiency of the company
operations. Staggered hours was introduced to improve on productivity, effectiveness and
efficiency of the company operations, especially in sections that operate 24 hours such as in the factories. Reporting time for employees in these sections is spread throughout the day so that they start and finish work at different times. This has enabled the company to easily match staffing levels with fluctuations in workload and reduce wages paid to overtime work as there is flexibility in provision for extended shifts.

Secondly, it is the company policy that the work attendance of every employee must be excellent and FWAs are used to enable the company achieve this expectation. The research findings indicated minimal cases of absenteeism among employees who work flexibly. To improve on work attendance, the company introduced flexitime to those employees where it became necessary. Such employees were assisted to choose when to start their work so long as they work full day.

The company attempts to achieve workers' job satisfaction and high morale through FWA. This is in response to the company's objective of ensuring that employees work arrangements are supportive of their welfare as well as the company's interests. In flexitime, for instance, employees have some discretion that allow them plan their workday around their personal lives. They can manage their work hours more effectively by introducing, in agreement with the manager, a work schedule that is in the best interest of both the employee and the organization.

Thirdly, it is the objective of the organization to offer employees work patterns that enable them balance their duties at work and their obligations at home. 92% of the managers were in the affirmative.

5.3.4 In which ways have seasonality in the operations of the organizations influenced the flexible working arrangements?

The company uses part-time work and annualised hours to manage interruptions caused by seasonality. All (100%) managers and supervisors agreed that seasonality influenced the introduction of these FWAs. Due to the need for the factories to run around the clock during peak seasons, annual hours are used by the company to assign some employees extra working days (Saturday and/or Sunday) and later give them the accrued time as time off work during the time the factories are closed for maintenance.

Part-time work and staggered hours are used to manage the extended part of the normal office working hours; work outside 8.00 a.m. to 5.00 p.m.
5.3.5 To what extend does employee motivation influence the use of FWA at Sony Sugar Company?

A number of employees are quite enthusiastic about working flexibly. 73% of the respondents expressed desire to adopt a FWA, with 38% of them indicating that flexitime is strongly useful in assisting them to balance their responsibilities at work and home. The employees reported that they find their work very motivating because their FWA enable them to work in a more settled team and that they get to know expected personal rosters well in advance. Managers reported reduced cases of absenteeism because staffs take more responsibility for their own working hours. The high level of motivation amongst this category of employees has encouraged the management to continue offering the FWAs and even contemplate introducing new options of FWAs.

5.4 Conclusions

The study concludes that even though the use of FWAs is still minimal at Sony Sugar Company, the work arrangements are positively influenced by a number of factors and they are likely to play a major role in the management of human resources in the organization and other organizations in Kenya. As can be deduced from the research findings, many people could benefit from carefully selected and implemented FWA. The employee as well as the employer benefit when the FWAs accommodate employees who have trouble balancing their jobs and their families. In order to retain those employees it would be in the company’s best interest to allow their staff to have a flexible schedule. Employees’ and Business needs were found to be the major factors influencing the use of FWA in the organization.

The various patterns of FWA can be innovative, productive and inclusive but their introduction should be approached with care in order to achieve mutually beneficial results. Armstrong Michael (2003), for instance, noted that Annualized Hours schemes increase productivity and flexibility but face scheduling problems for both employees and employers.

A number of these work arrangements are cost effective and make better use of the regular staff. Companies need to actively consider incorporating flexible work arrangements in the management of human resources as they are bound to realise growth.
5.5 Recommendations

(i) Employers, unions and employees need to negotiate on new Flexible Working Arrangements which seek to minimise disruptions and bring benefits to everyone. Cases of employers trying to impose new work patterns without taking into consideration the impact on employees' lives should be avoided.

(ii) A large proportion of Kenyan organizations can extend their daily operating hours with less need to resort to overtime if only they can embrace the use of flexible work arrangements that suite them.

(iii) The government should aggressively promote the use of FWAs in organizations as some of these work arrangements are good to the environment too. With some workers commuting four days each week (in case of compressed work week), not five, fewer cars are out on the road. Fewer cars equals less air pollution, and less congestion on the roads. Staggered hours and flexitime schedules also help eliminate traffic problems.

(iv) There is need for human resource managers to improve on the management of FWAs to solve scheduling of work problems for employees.

5.6 Suggestions for Further Studies

(i) It is necessary for further studies to be carried out to determine factors hindering the use of flexible work arrangements in Kenya. Many organizations in Kenya are reluctant to introduce and use the various patterns of FWAs which do exist in other countries. A number of FWAs especially job-sharing, teleworking, annualised hours and flexitime are quite popular in developed economies such as Western Europe and U.S.A., but are largely missing in developing economies such as Kenya.

(ii) There is need for further studies to establish FWA in ways which are available to all employees on a fair and adequate basis. Rarely are the FWAs tailored to meet individual employee's needs. In most occasions,
requests of employees are ignored or take too long to be addressed.

(iii) Further research is needed on impacts of FWAs on salary and leave entitlement. Remuneration equity at times is difficult to arrive at if some employees are sharing a job, and one works reduced hours during gradual retirement arrangements or recovering from illness.
REFERENCES


WEB PAGES:

Canadian Centre for Occupational Health and Safety, (http://www.ccohs.ca/oshanswers/psychosocial/flexible.html, retrieval date 16/2/2007),

Employer Zone (www.parentsatwork.org.uk, retrieval date 15/2/2007)


Appendix 1: Questionnaire for employees outside the management

SECTION A
Demographic Information

1. Are you male or female? (tick one) [ ] Male [ ] Female

2. Please state your designation at your place of work

3. In which department do you work?

4. What is your highest education level attained?

5. For how long have you worked for the organization? ----------- Months/Years
   [ ] 0 – 5 years [ ] 6 – 10 years [ ] 11 – 15 years [ ] over 15 years

SECTION B
Flexible Working Arrangements

Note: Flexible Working Arrangements are deliberate work patterns adapted to suit the worker’s individual needs and help the worker balance their duties at work and those at home.

The following flexible working arrangements are meant to help employees balance work and home-life. Study them and refer to them to answer questions that follow.

*Compressed Work Week*: working extra hour(s) a day in exchange of a day off in a week.

*Compressed Fortnight*: working extra 1 hour a day with 1 day off every 2 weeks.

*Staggered Hours*: employees start and finish work at different times.

*Part-time Work*: number of hours worked is less than the normal full-time contract.

*Job sharing*: two or more people share position or set of duties meant for one person, and share the pay and benefits.

*Flexitime*: working full day but choosing when to work.

*Annualised Hours*: banking of hours by working extra days over a period of 1 year and taking the accrued time as time off work.

*Teleworking*: performing at least some of the regular work from home when connected to the office by use of electronic equipment.
6. (a) Are there flexible working arrangements offered at SONY Sugar Company?
[ ] Yes [ ] No (go to question 8)

(b) If yes, which ones of these flexible working arrangements are offered at your place of work? [Tick the appropriate box]

[ ] Compressed Work Week [ ] Annualised Hours
[ ] Job sharing [ ] Part-time Work
[ ] Compressed Fortnight [ ] Teleworking
[ ] Flexitime [ ] Others [please specify] --------------
[ ] Staggered Hours [ ] None

7. Which one of the following flexible working arrangements are you currently practising? (Please tick one)

[ ] Compressed Work Week [ ] Annualised Hours
[ ] Job sharing [ ] Part-time Work
[ ] Compressed Fortnight [ ] Teleworking
[ ] Flexitime [ ] Others ---------------
[ ] Staggered Hours [ ] None

8. (a) Would you wish to adopt a new working arrangement at present?
[ ] Yes [ ] No (go to question 4)

(b) If yes, which one? (Please tick one)

[ ] Compressed Work Week [ ] Annualised Hours
[ ] Flexitime [ ] Part-time Work
[ ] Job sharing [ ] Teleworking
[ ] Staggered Hours [ ] Others: [please specify] ---------------
[ ] Compressed Fortnight

SECTION C

Employees’ needs, perception and attitudes

9. What is your attitude towards the use of flexible working arrangements? (Tick one)

[ ] Very positive [ ] Positive [ ] Fairly positive
[ ] Negative [ ] Very negative
10. In your own opinion, which are some of the factors that influence use of flexible working arrangements at SONY Sugar Company?

11. Each of the following flexible working arrangements is designed to assist employees balance their responsibilities at work and home. Using your own experience or opinion, for each option indicate whether the option is "strongly useful", "somewhat useful" or "not at all useful".

<table>
<thead>
<tr>
<th></th>
<th>Strongly Useful</th>
<th>Somewhat Useful</th>
<th>Not at all Useful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compressed Fortnight</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Staggered Hours</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Part-time Work</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Job sharing</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Flexitime</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Annualised Hours</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Teleworking</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Others [specify]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

12. (a) Are you experiencing difficulties in getting flexible working arrangement that you want?  [ ] Yes  [ ] No (go to question 7)

(b) If yes, which reason BEST explains cause of the difficulties? (tick where appropriate)

[ ] Few numbers of employees in my area of speciality
[ ] Employer's indifference to my welfare
[ ] Long peak-hours that require presence of all employees
[ ] Inability of the management to implement effective duty roster
[ ] Lack of enough equipment/facility at the working place
[ ] Other reasons, (please specify if any) -----------------------------------------------
13. Which of the following factors necessitated your decisions to adopt your current flexible working arrangement or your intention to adopt one?

[ ] Need to take care of a child under 6 years of age or a disabled child under 18.
[ ] Need to take care of a spouse, partner or relative who for health reasons needs constant care.
[ ] Need for time for recovery after an illness or injury.
[ ] To take children to school early in the morning or collect children from school.
[ ] To cope with difficulties of commuting far distances.
[ ] To manage more than one job with different employers.
[ ] Others Reasons: [please specify if any] ———————————————————————————————————

[ ] Others Reasons: [please specify if any] ———————————————————————————————————

14. How do you rate the contribution of your current flexible working arrangement to your job satisfaction? (please tick one)

[ ] Very great [ ] Great [ ] Not great at all.

15. In your own judgement, has your current flexible working arrangement improved your performance at work? (Please tick one)

[ ] Yes [ ] No

16. Have your motivation and/or good work performance, if any, contributed to the introduction and/or success of a given flexible work arrangement? (Tick one)

[ ] Yes [ ] No

16. What do you recommend should be done to improve on flexible working arrangements at SONY Sugar Company?
Appendix 2: Questionnaire for managers and supervisors

SECTION A
Demographic Information

1. Are you male or female? (Please tick one) [ ] Male [ ] Female

2. What is your designation in the company? .........................................................

3. Is your organization profit making or non-profit making? (tick one)
[ ] Profit making [ ] Non-profit making

4. How many employees are employed on permanent basis by the organization?
 ........................................................................

SECTION B
Flexible Working Arrangements

Note: Flexible Working Arrangements are deliberate work patterns adapted to suit worker’s individual needs and help the worker balance their duties at work and those at home.

The following flexible working arrangements are meant to help employees balance work and home-life. Study them and refer to them to answer questions that follow.

Compressed Work Week: working extra hour(s) a day in exchange of a day off in a week.

Compressed Fortnight: working extra 1 hour a day with 1 day off every 2 weeks.

Staggered Hours: employees start and finish work at different times.

Part-time Work: number of hours worked is less than the normal full-time contract.

Job sharing: two or more people share position or set of duties meant for one person, and share the pay and benefits.

Flexitime: working full day but choosing when to work.

Annualised Hours: banking of hours by working extra days over a period of 1 year and taking the accrued time as time off work.

Teleworking: performing at least some of the regular work from home when connected to the office by use of electronic equipment.
5. (a) Does the company offer flexible working arrangements to employees?
   [ ] Yes [ ] No (go to question 6)

   (b) If yes, which ones of these flexible working arrangements are offered by the organization? [tick the appropriate boxes]

   [ ] Compressed Work Week [ ] Annualised Hours
   [ ] Job sharing [ ] Part-time Work
   [ ] Compressed Fortnight [ ] Teleworking
   [ ] Flextime [ ] Others [please specify]  ----------------
   [ ] Staggered Hours [ ] None

6. (a) Do you wish to offer a new working arrangement at present?
   [ ] Yes [ ] No (go to question 7)

   (b) If yes, which one?

   [ ] Compressed Work Week [ ] Flextime
   [ ] Job sharing [ ] Staggered Hours
   [ ] Compressed Fortnight [ ] Teleworking
   [ ] Annualised Hours [ ] Others: [please specify]  ----------------
   [ ] Part-time Work

7. Do you think employees' needs, perception or attitude influence the use of flexible working arrangements at SONY Sugar Company?
   [ ] Yes [ ] No

8. In your own opinion, which are some of the other factors that influence use of flexible working arrangements at SONY Sugar Company?

   ----------------------------------------------------------------------------------------------------------------------------------------

9. In comparison to the normal work schedule, have flexible working arrangements improved the employees' work performance? (Please tick one)
   [ ] Has improved more compared to that in normal work schedule
   [ ] Same as in normal work schedule.
   [ ] Has dropped below that of normal work schedule.
10. How would you rate the employee motivation level to work with regard to flexible working arrangements? (Please tick one)
   [ ] Highly motivated
   [ ] Averagely motivated
   [ ] Less motivated, {go to question 12}

11. If employees are motivated to work because of their FWA, has this influenced the management’s decision to continue with the FWA and or to introduce new patterns of FWA?
   [ ] Yes  [ ] No

12. Each of the following flexible working arrangements is designed to assist employees balance their responsibilities at work and home. Using your own experience or opinion, for each option indicate whether the option is "strongly useful", "somewhat useful" or "not at all useful". [tick where appropriate]

<table>
<thead>
<tr>
<th></th>
<th>Strongly Useful</th>
<th>Somewhat useful</th>
<th>Not at all useful</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compressed Fortnight</td>
<td>D</td>
<td>D</td>
<td>D</td>
</tr>
<tr>
<td>Staggered Hours</td>
<td>D</td>
<td>D</td>
<td>D</td>
</tr>
<tr>
<td>Part-time Work</td>
<td>D</td>
<td>D</td>
<td>D</td>
</tr>
<tr>
<td>Job sharing</td>
<td>D</td>
<td>D</td>
<td>D</td>
</tr>
<tr>
<td>Flexitime</td>
<td>D</td>
<td>D</td>
<td>D</td>
</tr>
<tr>
<td>Annualised Hours</td>
<td>D</td>
<td>D</td>
<td>D</td>
</tr>
<tr>
<td>Teleworking</td>
<td>D</td>
<td>D</td>
<td>D</td>
</tr>
<tr>
<td>Others [specify]</td>
<td>D</td>
<td>D</td>
<td>D</td>
</tr>
</tbody>
</table>

13. What do you recommend should be done to improve on FWA at SONY?
SECTION C

Business needs

14. (a) Have business needs influenced the use of FWAs, if any, at SONY Sugar Company?

[ ] Yes    [ ] No

(b) Which of the following factors/needs necessitated the company's decisions to initiate the current flexible working arrangement or the intention to introduce one? [tick the appropriate boxes].

[ ] The need for the company to meet unique customers' needs.
[ ] The need for the company to attract high skilled workers.
[ ] Need for the company to reduce the wage bill.
[ ] Seasonality of the operations of the organization.
[ ] To meet the objectives and/or policies of the organization.
[ ] Others Reasons: [please specify if any] -----------------------------------------------

15. (a) Are you experiencing difficulties with the flexible working arrangements that you currently offer?

[ ] Yes    [ ] No (go to question 6)

(b) If yes, which reason BEST explain cause of the difficulties?

[ ] Few numbers of employees in critical work areas.
[ ] Employees lack of discipline and work commitment.
[ ] Long peak-hours that require presence of all employees.
[ ] Inability of the management to implement effective duty roster.
[ ] Lack of enough equipment/facility
[ ] Other reasons (please specify) ........................................
[ ] Other reasons (please specify) ........................................
SECTION D
Company objectives and policies

16. Does the company have objectives and policies that determine the use of FWA?
   [ ] Yes        [ ] No

17. Below are some of the objectives and policies that determine the use of Flexible Working Arrangements. Which once in your opinion have influenced the introduction and use of FWA at SONY Sugar Company? [tick the appropriate boxes].
   [ ] Use of Flexible Working Arrangements (FWA) to improve on the productivity, effectiveness and efficiency of the company operation.
   [ ] FWA to assist employees to balance their work commitments with personal commitments.
   [ ] FWA should improve attendance, job satisfaction, morale and productivity of the workers.
   [ ] FWA to assist the company reduce leave liability where work is seasonal or characterised by natural peaks and troughs.
   [ ] Other Objectives: [please specify if any] ________________________________
   [ ] Other Policies: [please specify if any] ________________________________

SECTION E
Seasonality in company operations

18. Has seasonality in the operations of the company influenced the use of FWAs at SONY Sugar Company?
   [ ] Yes        [ ] No

18. Briefly state which FWA the company use to manage the assignment of work to employees during temporary closures for maintenance and clean-ups, if any.
   ___________________________________________________________________________
14. Do you find the FWA useful in managing seasonality in company operations? (Tick one)  
[ ] Yes  [ ] No

Thank you very much.
APPENDIX 3: Cover letter for the questionnaire

Dear Respondent,

I am a postgraduate student at Kenyatta University pursuing MBA [HRM]. I am conducting a research to find out factors that influence the use of Flexible Working Arrangements in organizations. The result of this survey will form the basis for decision making by employees and employers in adopting particular flexible work arrangements at the work place.

The questionnaire attached is intended to collect the necessary data that will assist in the analysis. I would be grateful if you could answer the following questions. Information collected from the questionnaire will be treated in strict confidence and will be used for academic research only.

Kindly read each question carefully and place a tick or write short notes as necessary. If you have any queries regarding this research, feel free to contact me using the telephone number 0721357351

Thank you very much in advance for your cooperation.

Yours faithfully,

Onyango Festus.