



## FLEXIBLE WORK SCHEDULES AND PERFORMANCE OF ADMINISTRATION POLICE OFFICERS IN KWALE COUNTY, KENYA

Phinehas Ochieng' 

Department of Business Administration, Kenyatta University, Kenya

phinehasochieng8@gmail.com

Hannah Bula, PhD

Department of Business Administration, Kenyatta University, Kenya

bula.hannah@ku.ac.ke

### Abstract

*The government has been making efforts to reform the Administration Police Service; however, performance has continued to deteriorate day by day. Different problems are impacting the performance of the administration police officers in Kwale County. These includes inability to manage overworked administration police officers who are stressed due to scanty policy information on leave, absenteeism, poor service quality due to frequent transfers and lack of efficiency. This study sought to examine the effect of flexible work schedules on performance of administration police officers in Kwale County Kenya. It anchored on Psychological Contract Target population was 147 administration police officers from these ranks: Constable, Corporal, Sergeant, Senior Sergeant, Inspector, Chief Inspector, Assistant Superintendent of Police, Superintendent of Police, and Senior Superintendent of Police. The research took place in Kwale County. The research was a census. A semi-structured questionnaire was used. The tool underwent a preliminary assessment for reliability at a Cronbach Alpha threshold of 0.7. Content, construct, and face validity was additionally employed to evaluate the tool prior to its administration to the participants via a pilot study. Data was analyzed with SPSS Version 25. A correlation and multiple regression analysis was done to evaluate the connection between flexible work schedules, and the effectiveness of Administration Police Officers. The findings were presented in tables, charts, and a discussion. Flexible work schedules were established to*

*have a positive significant influence on the performance of Administration Police Officers in Kwale County, Kenya. They also allowed officers to actively participate in community events, fostering relationships with society members and enhancing the public's perception of the entire police service. The study recommends that Flexible work schedules should be established for officers to easily access information they need and get rest.*

*Keywords: Flexible Work Schedules, Employee Performance, Administration Police Officer*

## **INTRODUCTION**

Performance denotes the degree to which a representative adds to the acknowledgment of the association's vision, mission, and targets (Kaplan and Norton, 1992). It tends to the request of whether an individual executes their work liabilities and obligations capably, subsequently filling in as a critical determinant in the general progress of an association (Mathis & Jackson, 2008). In the perspective of Elnaga and Imran (2019), performance encompasses all dimensions that either directly or indirectly influence and relate to employee work. Police departments hold significance and are indispensable public institutions due to the tangible outcomes they strive to attain (Moore & Braga, 2023). These outcomes are intrinsically linked to the management of conflicts that affect societal order and have ramifications on individuals' lives. Consequently, the primary aim of police operations is to foster an environment that guarantees the protection of individuals' rights. In 2019, the Malaysia's Best Working environment review directed by AIA Imperativeness uncovered that representatives in Malaysia experienced various balance between serious and fun activities quandaries. Representatives experienced lack of sleep and stress, with 51% of them looking somewhere around one part of business related pressure. Thus, challenges relating to workers are without a doubt the main variables contributing to workplace inefficiency. These challenges also precipitate substantial issues, particularly manifested in diminished productivity, workplace discord, and employee turnover (Ang, 2021). There is a statistically significant relationship between compensation programs offered to the Kenya police service employees by the National police service in Nairobi and the overall performance of Kenya police service employees. This may have an impact on the flexible work arrangements (Karongo, E. K., Bula, O. H., & Muli, J. V. 2025).

The coastal region of Kenya has been beset by longstanding security challenges (GoK, 2018). The architects of this insecurity include indigenous criminal factions as well as terrorist organizations, whose roots can be traced back to Somalia. Although these criminal entities, often referred to as vigilantes, are dispersed throughout the nation, the notorious group working in the seaside area, known as the MRC, has applied an exceptional impact on its requests from

the public government. Their goals for the waterfront locale to withdraw from Kenya, exemplified in their trademark: Pwani sio Kenya (the Coast isn't part of Kenya), constitutes a serious treasonous act; however, they remain indifferent to the repercussions of their behaviours and statements. Kwale County has emerged as a fertile ground for the recruitment and training of young individuals into organized criminal factions, thereby engendering significant insecurity arrangement. Karongo, E. K., Bula, O. H., & Muli, J. V. (2025) holds that a greater organizational performance is largely and directly related to the intensity by which workers positively exceed job and performance expectation. The MRC maintains a presence in Kwale County, where they benefit from unrestrained access to suitable training environments for terrorism, such as Zombo Forest, Kaya Forest, and certain mosques located within the county. Furthermore, a considerable number of youths from the county are enlisted into the Somalia-based terrorist organization, Al Shabaab, for military-style training, subsequently returning home to perpetrate acts of terrorism. Initiates who return and are not used for psychological militant purposes frequently track down shelter inside MRC enrolment, at last captivating in crimes, accordingly fuelling frailty in the county (Kaula, 2021). Considering that the local area in Kwale county endures the worst part of this flood in weakness, the foundation of local area policing drives is basic to shield the occupants of this area while simultaneously encouraging harmony with these vigilante and psychological militant groups. Police officers have been inundated with responsibilities, which may be contributing to their diminished effectiveness.

Flexible work arrangement can be perceived as having components such as flexitime (allowing employees to set working hours away from the conventional 8am to 5pm working hours), remote working (flexible location arrangement) and work life balance. Work life balance is defined as an exploration of every aspect of human life by considering their key needs in relation to their individual effort i.e. quality service, efficiency and effectiveness and the organizations in terms of assistance programs, leave policies, flexible working schedules and transfers. However, is not limited to family life, Carlson, (2020), According to (Oteri & Makhamara, 2019) work-life balance is described by the capacity of individuals to meet their responsibilities to their families, careers, and other non-work obligations and interests in a manner that ensures stability and harmony to lives, is referred to as work -life harmony. This study has conceptualised work- life balance with four variables i.e. Leave policy, Kabiro and Bula (2020) asserts that employee's performance is measured against the performance standards set by the organization. Work life balance has an impact on employee performance and ultimately organizational performance. There are a number of measures that can be taken into consideration when measuring performance for example using of productivity, efficiency, effectiveness, and quality of work.

This implies that representatives can change or adjust their work hours to oblige their preferences or other commitments outside of their job. This may involve job sharing, compressed work schedules, and telecommuting/remote work. They are crucial as they help retain essential employees within organizations. They offer employees the ability to modify their schedules to accommodate both work and personal responsibilities (Beutell, 2020). Adaptive work schedules are crucial in lessening pressure and work-family struggle, the two of which significantly affect employee performance. Adjustable work hours may result in outcomes similar to elevated employee morale such as reduced absenteeism, positive discipline, and improved work quality. This research has implemented work-life balance practices through compressed hours, job sharing, work sharing, and telecommuting/homeworking.

### **Statement of the Problem**

According to the American Mental Affiliation (2019), 69% of staff show that work is a significant wellspring of stress, and 41% credit their sensations of strain or stress to the working day. Deficient family-accommodating strategies, for example, leave choices, versatile timetables, work organizing, and parental leave, are overpowering various representatives, decreasing their work execution and efficiency, while additionally prompting cracked families and below average worker adequacy (Bruin 2019). The Administration Police Service (APS) officers in Kwale County are facing various issues that could be affecting their performance. The Report on (Police Reforms, 2023), highlighted that the primary obstacles to police performance as noted by gazetted officers were; insufficient resources (63.6%); low salaries and benefits (45.5%); inadequate housing and punitive transfers/assignments (27.3%); unsatisfactory working conditions (27.3%); and high stress levels (18.2%). The Task Force discovered that police accommodations were insufficient, and when present, they were overcrowded, forcing both married and single officers to share single rooms as the only option. Several of these quarters are in a run-down condition. The Kenya Police Service faces a housing deficit of roughly 69 percent, while the Administration Police Service experiences a shortage of around 78 percent (National Task Force on Police Reforms Abridged Version, 2009), cited by NPS Report, 2023).

### **Objective of the study**

To examine the effect of flexible work schedules on performance of administration police officers in Kwale County Kenya.

## **Significance of the Study**

The examination would be profitable to the Public Police Administration in Kenya, as it could offer administration important bits of knowledge into the meaning of balance between fun and serious activities for its staff. Human Resource practitioners could utilize the results to enhance work-life balance within their respective organizations or institutions. Administration police officers in Kwale County are likely to derive substantial benefits from the outcomes of this study.

## **Scope of the study**

The independent variable was flexible work schedules, while the dependent variable was the performance of administrative police officers.

## **LITERATURE REVIEW**

### **Psychological Contract Theory**

The concept of the psychological contract was at first introduced by Chris Argyris in 1960. The Work-Life Struggle can likewise be figured out from the perspective of Mental Agreement Hypothesis. Inside the structure of the mental agreement, a singular representative's very own confidence in the common commitments among themselves and the association might prompt a circumstance where workers don't feel a sense of urgency to 'reimburse' the association's contribution of work-life rehearses with upgraded good business related ways of behaving or perspectives. All things considered, they could see admittance to these practices as a right, instead of as a type of special treatment. This theory supported independent variable which is Flexible work schedules.

### ***Spillover Theory***

This idea was initially presented by Guest (2002), asserting that multiple conditions arise from spillover occurring between the family's micro system and the larger system. This relationship can be either direct or inverse. Inverse nexus can arise when work and family interactions are organized in a strict manner concerning scope and time, leading to a high likelihood of negative spill-over effects related to energy, time, and behaviour. A beneficial connection can be anticipated in instances where flexible work and family engagements exist, as this allows for the integration and overlap of employees' work concerning time and space. This thus results in a positively affected spillover that is deemed significant in attaining work-life balance (Greenhaus, Collins & Shaw, 2003). Work and home settings add to moulding the equilibrium of work life for representatives. The significance of Spillover theory stems from the

claim that effective policies for balancing work and personal life are anticipated from institutions, which are expected to create conditions that permit representatives to accomplish a good balance between fun and serious activities. This, in turn, improves the dedication of employees, which is seen in their personal performance, leading to the achievement of the established goals and objectives of organizations (Remus Ilies, 2009). This study supported flexible work schedules in the study.

## **Empirical Literature Review**

### ***Flexible Work Schedules and Employee Performance***

Mwaniki, (2022) aimed to determine how flexible work schedules affected the work execution of representatives at Safaricom PLC. The study was founded on the psychological contract theory and the spillover concept. The research employed a descriptive methodology and focused on one organization as its subject. The point of the review was to decide what adaptable work hours meant for representatives' work execution at Safaricom PLC. The discoveries show that adaptable work hours emphatically affect representative execution ( $B=0.606$ ,  $a=0.000$ ). Flexitime is one professional service delivery approach recognized by the study as influencing the amount of positive customer feedback. Allowing employees more flexibility to manage personal responsibilities at the beginning or end of the workday might enhance productivity. The study revealed that the characteristics of a flexible workplace account for 43.2% of staff performance, showing a moderate correlation of 0.658 between the two elements, stemming from the overall effect of flexible working hours on employee effectiveness. This research has a limitation as it was conducted at Safaricom PLC, in contrast, the current research concentrated on Administration Police Officers in Kwale County, Kenya.

Sabiha's (2019) research cantered around the effect of adaptable working hours on representative execution inside the Service of Schooling in Pakistan. As a feature of the exploration, a study was completed including a helpful example of 200 call community workers. The point was to test the invalid speculation that an association exists between adaptable working hours and representative execution. The basic graphs and frequency distribution suggested that individuals at the middle and lower levels may have less understanding of flexibility than executives, who are knowledgeable about flexible work options. The findings indicated that there is a desire for flexible working hours in Pakistan; however, there is a need to broaden and raise awareness regarding flexible working hours across various management levels. The research has a limitation as it was conducted in India and within an educational institution, whereas the present study focused on the security sector, specifically administrative police officers.

Dikirr and Ouya (2021) researched the effect of adaptable work strategies on staff execution in advanced education organizations in Nyeri Province, Kenya. The examination depended on Self-assurance hypothesis, the Three Phase Model for Ability. The executives, and Overflow Hypothesis. This examination used a graphic exploration plan. The review focused on an objective populace of 1300 representatives from Karatina College and Dedan Kimathi College. Results demonstrate that there exists areas of strength for a connection between adaptable working hours and worker execution ( $r=0.467$ ,  $p=0.005$ ), a moderate huge relationship amongst leave and representative execution ( $r=0.348$ ,  $p=0.000$ ), a feeble critical connection amongst working from home and representative execution ( $r=0.240$ ,  $p=0.000$ ), and a solid huge relationship between occupation sharing and worker execution ( $r=0.511$ ,  $p=0.022$ ). The research advises that institutions should adopt flexibility concerning staff work schedules, they must develop policies to address compensation for employees recalled from leave, they should provide training for staff, particularly in technology usage, and the management needs to foster a culture of sharing while carrying out organized plans for directions and acceptances to guarantee fruitful onboarding of new representatives. The research presents three gaps; this is clear in the implementation of Self-determination theory and the Three Stage Model for Talent Management, both of which were irrelevant in this study. It was similarly carried out on personnel from Karatina University, an educational establishment, whereas the present study focused on Administration Police Officers, part of the security sector

## RESEARCH METHODOLOGY

### Research Design

This research employed a descriptive research design that effectively offers answers without manipulation. The design focused on the what, when, where, and how of a phenomenon (Siedlecki, 2020). Therefore, the design was perfect for gathering data related to the study topic.

### Target population

The participants for this research consisted of all the 147 Administration Police Officers from the lowest rank of a Police Constable (PC) to the highest in the county command structure being a Senior Superintendent of Police (SSP). The respondents came from all the six sub counties in Kwale county i.e. Msambweni, Matuga, Kinango, Lunga Lunga, Shimba Hills and Samburu-Kwale sub counties.

## Sampling

The research was a census and as such researcher sampled the entire population since the population is relatively small (Singh & Masuku, 2014).

## Data Collection Instrument

Data collection was accomplished through a structured survey featuring closed-ended questions. The pilot test was done in Kilifi County. The study piloted 15 respondents, accounting for 10% of the study's sample size and covering the ranks. The research evaluated the instruments for its validity which included content, construct validity and achieved a reliability of 0.739 correlation coefficient value which meant that the questionnaire items were reliable.

## FINDINGS AND DISCUSSIONS

The research sought to gather information from 147 Administration Police Officers at the entry level of Police Constable from six sub counties in Kwale county, which are Msambweni, Matuga, Kinango, Lunga Lunga, Shimba Hills, and Samburu-Kwale sub counties. Nevertheless, the research did not achieve a 100% response rate due to certain cases of non-response, as shown in Table 1.

Table 1: Response Rate

Questionnaires	Frequency	Percentage
Returned	139	94.6
Not returned	8	5.4
	147	100

The findings illustrated in Table 1 indicate that the response rate was exceptionally high, with 139 respondents completing their questionnaires, representing 94.6%. Conversely, a smaller group of 8 respondents did not participate, leading to a non-response rate of 5.4%. This suggests that the number of participants who engaged was sufficient, allowing the study to derive conclusive results, in accordance with the recommendation by Mugenda and Mugenda (2003) that in descriptive statistics, the proportion of active respondents should exceed 70%.

## Demographic Information of the Respondents

The demographic information of the respondents was analysed focusing on their gender, rank in administration police service, number of years served in the rank, length of work worked

under the administration police service Kwale county and level of education. The results obtained are presented as follows;

### Gender

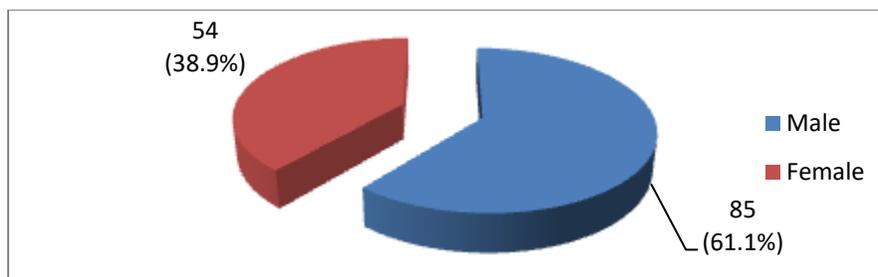


Figure 1: Gender representation

The findings depicted in Figure 1 show that out of the respondents in the study, 85 were male, constituting 61.1%, whereas 54 were female, making up 38.9%. This suggests that there is a reasonably balanced gender representation.

### Administration Police Rank

Table 2: Administration Police Rank

Rank	Frequency	Percentage
Police Constable	91	69.8
Corporal	10	7.9
Sergeant	9	6.5
Senior Sergeant	5	3.6
Inspector	5	3.6
Chief Inspector	6	4.3
Assistant Superintendent of Police	4	2.9
Superintendent of Police	1	0.7
Senior Superintendent of Police	1	0.7
	139	100

The findings displayed in Table 2 indicate that the majority of respondents held the rank of police constable, accounting for 91 individuals (69.8%), while the percentages of other ranks varied between 0.7% and 7.9%. This minimal percentage can be attributed to the limited

number of individuals in the highest rank, although they were adequately represented in the study.

### **Number of Years Served in the Rank**

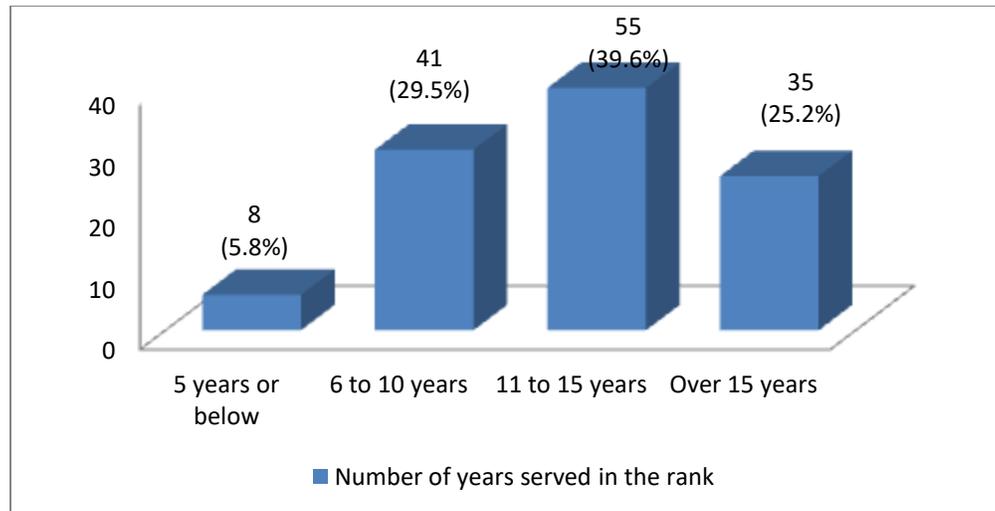


Figure 2: Number of Years Served in the Rank

The Figure 2 shows that 90 respondents had been employed in the police service for over 11 years, accounting for 64.8% of the study participants, whereas 49 respondents had served for less than 11 years, representing 35.3%. This result demonstrates that the majority of respondents in the study possessed significant experience.

### **Number of Years Worked in Kwale County**

Table 3: Number of Years Worked in Kwale County

Years worked in Kwale County	Frequency	Percentage
5 years or below	25	17.9
6 to 10 years	53	38.1
11 to 15 years	45	32.4
Over 15 years	16	11.5
	139	100

The results presented in Table 3 reveal that a total of 78 respondents, representing 56.0%, had worked in Kwale County for less than 10 years. In contrast, 61 respondents,

accounting for 43.9%, had been employed for more than 10 years. This finding suggests that police services do not maintain their workforce in the same regions for extended periods.

### **Level of Education**

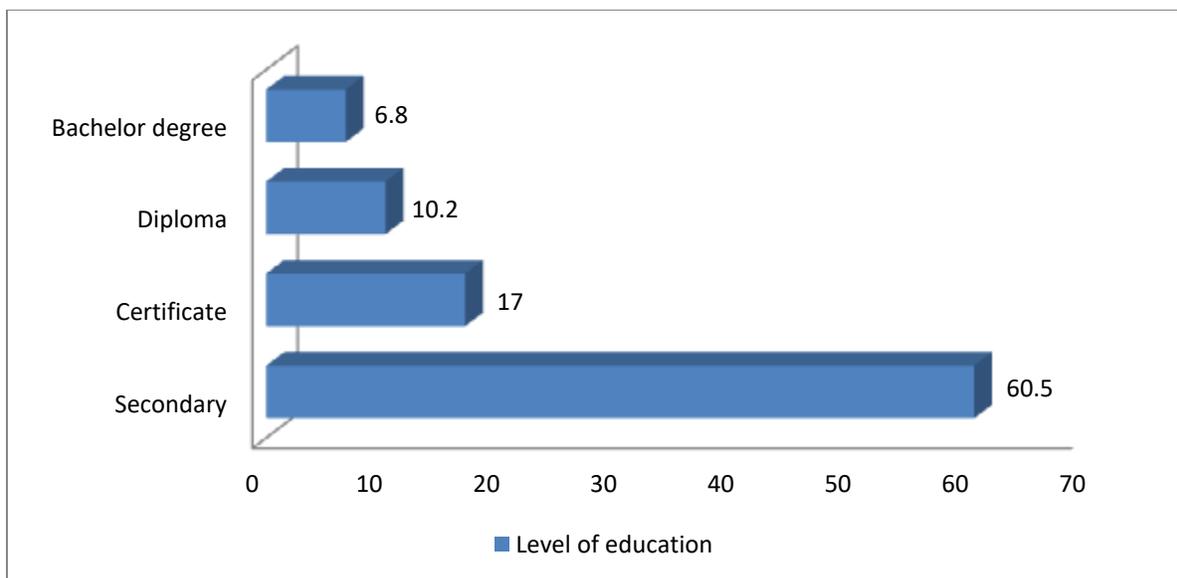


Figure 3: Level of Education

The findings indicate that a significant portion, specifically 89 respondents or 60.5%, held a secondary level of education. Additionally, 25 respondents, accounting for 17%, possessed a certificate. Furthermore, 15 respondents, representing 10.2%, had a diploma, while 10 respondents, or 6.8%, had Bachelor degrees. This outcome suggests that the police service actively supports the career advancement of its personnel.

### **Descriptive Statistics Results**

The research employed descriptive analysis of the quantitative data, which was articulated in terms of percentages (%), Mean (M) and Standard Deviation (SD) for each questionnaire item corresponding to the specific variable. The findings are presented as follows:

#### **Flexible Work Schedules**

The results on respondents' agreement level on the influence of flexible work schedules on the performance of Administration Police Officers in Kwale County, Kenya are presented in Table 4.

Table 4: Flexible Work Schedule

Statements	SD %	D %	N %	A %	SA %	M	Std. Dev
Job-sharing is done equally among Administration Police officers in the county	4.3	12.3	5.2	29.1	49.1	4.19	0.81
Sometimes I can work remotely from home.	10.1	12.2	5.4	32.1	40.2	3.91	1.09
I believe the APS in Kwale County offers flexible working schedules fairly	6.2	17.4	10.1	32.1	34.2	4.36	0.64
I am able to identify the beginning and conclusion times for specific tasks given.	4.3	9.1	0.0	50.2	36.4	4.49	0.51
I condense the weekly hours by putting in extended hours each week to secure a day off.	12.3	4.4	1.4	27.7	54.2	4.22	0.78
<b>Aggregate score</b>	<b>7.4</b>	<b>11.1</b>	<b>4.4</b>	<b>34.2</b>	<b>42.8</b>	<b>4.23</b>	<b>0.77</b>

The results in Table 4 demonstrates that the participants largely concurred that the employee flexible work schedules implemented by the Administration Police Officers in Kwale County, Kenya, had an impact on their job performance, as evidenced by an overall mean score of 4.23 and a standard deviation of 0.77. This was generally agreed by majority (77.0%) of the respondents, 4.4% indicated neutral and 18.5% indicated disagree as shown in Figure 4. The results agree with Isani and Warsono (2022) who examined the content and context surrounding the connection between job transfer and factors such as organization, resources, learning and development, rewards, and employment relationships in Malaysia. the research discovered that organization, resources, learning and development, compensation and employment relations, as well as remuneration and employment relations in an indirect way affect the exchange of positions.

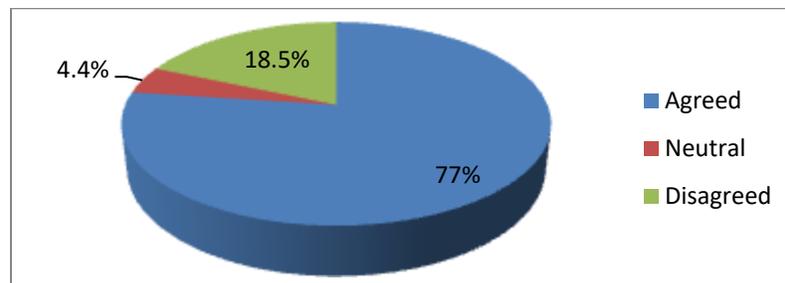


Figure 4: Level of Agreement on Flexible Work Schedule

## Employee Performance

The results on respondents' agreement level on performance of Administration Police Officers in Kwale County, Kenya are presented in Table 5.

Table 5: Employee Performance

Statements	SD %	D %	N %	A %	SA %	M	Std. Dev
The crime rate in the county has reduced	35.6	22.4	6.8	19.1	16.1	3.52	1.48
Quality of service delivery have a positive impact on my performance	7.1	20.1	8.1	29.3	35.4	2.64	2.36
Staff always received fast feedback from their seniors	36.2	22.4	10.2	18.7	12.5	2.97	2.03
Frequent transfers quality service delivery	9.4	17.3	2.4	32.8	38.1	3.06	1.94
Lack of counselling service leads to officer absenteeism and affects performance	15.1	21.2	15.2	17.2	31.3	3.11	1.89
A direct link exists between the performance of employees and the work-life balance within the APS command of Kwale County.	29.1	15.3	31.2	13.1	11.3	3.41	1.59
Client satisfaction feedback improves performance of police officers	32.1	25.4	13.7	15.2	13.6	2.68	2.32
<b>Aggregate score</b>	<b>23.5</b>	<b>20.6</b>	<b>12.5</b>	<b>20.8</b>	<b>22.6</b>	<b>3.06</b>	<b>1.94</b>

The results in Table 5 show that the respondents indicated neutral on all the statements regarding the performance of Administration Police Officers in Kwale County, Kenya as shown by aggregate mean and standard deviation score of 3.06 and 1.94 respectively. These statements were disagreed by 44.1% of the respondents, 12.5% indicated neutral and 43.4% agreed as shown in Figure 5. The finding is in contrary with Kathina and Bula (2021) research observation that employee performance is described as the capacity of a singular specialist to perform well in the allotted job-related tasks and successfully complete them using available resources, as per guidelines and in the allocated time.

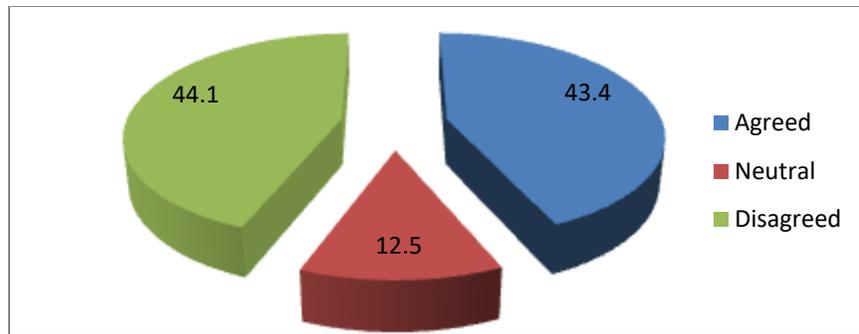


Figure 5: Level of Agreement on Employee Performance

## CONCLUDING REMARKS

### Summary

The general objective was to investigate the influence of Flexible Work Schedules on the performance of Administration Police Officers in Kwale County, Kenya. The study revealed that flexible work schedules was positively and significantly related with the performance of Administration Police Officers in Kwale County, Kenya. Job-sharing is distributed equally among the Administration Police officers within the county. The personnel are of the opinion that the APS in Kwale County provides fair and flexible working schedules. The employees can determine the start and end times for designated tasks, and they are able to reduce their weekly hours by working additional hours each week to obtain a day off.

### Conclusion

It concluded that flexible work schedules allow officers to actively participate in community events, fostering relationships with society members and enhancing the public's perception of the entire police force. Additionally, flexible work schedules facilitate greater interaction between police officers and their families, which in turn enhances their performance in the workplace.

### Recommendations

The study recommends that a thorough program must be established to orient officers assigned to a new station regarding local cultures, community issues, and the expectations of community members, thereby aiding their acclimatization to the new environment. There is need to incorporate mental health awareness programs and resilient training since officers are facing stressful situations. This should also incorporate more comprehensive trainings by integrating modules on conflict management, proper communication methods and engagement with community members

## REFERENCES

- Agbozo, G. K., Hoedoafia, M., Owusu, I. S., & Atakorah, Y. B. (2017). The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana. *Journal of Human Resource Management*, 12-18
- Asnawi, H. A. (2013). An Investigation of the factors influencing employees' willingness to accept transfer and job rotation opportunities: In PT Bank Rakyat Indonesia Jogjakart Region (Doctoral dissertation). Universitas Gadjah Mada. Jogjakarta Region
- Bruns, D., & Magnan, K. (2014). Police officer perspectives on higher education: Is the degree a necessary ingredient for the performance and behavior of police officers. *Journal of Law and Criminal Justice*, 2(2), 27-45.
- Cooper, J. and Schedler, D. (2018). *Business Research Methods*, 9th Ed: New York, McGraw Hill.
- Foley, S. and Powell, N. (2017). Re-conceptualizing Work-Family Conflict for Business Marriage Partner: A Theoretical Model. *Journal of Small Business Management*.
- Furnham, A. (2020). *Personality at Work: The Role of Individual Differences in the Workplace*. Routledge.
- George Kay Kabiru & Hannah Bula.(2020).Influence of Transactional Leadership Style on Employee Performance at Selected Commercial Banks in Nairobi City County, Kenya. *International Journal of Research and Innovation in Social Science*, Volume IV, Issue IX, September 2020.
- Grover, S.L. and K.J. Crooker. (2019). Who appreciates family-responsive human resource policies: The impact of family-friendly policies on the organizational attached of parents and non-parents. *Personnel Psychology* 48 (2): 271-288.
- Karongo, E. K., Bula, O. H., & Muli, J. V. (2025). Compensation programs as a social welfare initiative and performance of Kenya Police Service employees in Nairobi City County, Kenya. *Journal of Public Administration and Policy Research*, 17(1), 1-8.
- Khan, R.A., Khan, F. A., Khan, D.M & Shakeel, M. (2021). Impact of Flexible Scheduling on Employee Performance Regarding Stress and Work –Family Conflict. *Far East Journal of Psychology & Business*, 4(3), 1-13.
- Rohen, S. (2018). *Alternative Work Schedules: Selecting, Implementing and Evaluating*. Homewood, IL: Dow Johns-Irwin.
- Shagvaliyeva, S., & Yazdanifard, R. (2019). Impact of Flexible Working Hours on Work Life Balance. *American Journal of Industrial and Business Management*, 4, 20-23.
- Schnettler, B., Miranda-Zapata, E., Grunert, K. G., Lobos, G., Lapo, M., & Hueche, C. (2021). Testing the spillover-crossover model between work-life balance and satisfaction in different domains of life in dual-earner households. *Applied Research in Quality of Life*, 16, 1475-1501
- Yandi, A., & Havidz, H. B. H. (2022). Employee performance model: Work engagement through job satisfaction and organizational commitment (A study of human resource management literature study). *Dinasti International Journal of Management Science*, 3(3), 547-565.
- Yimam, M. H. (2022). Impact of training on employees performance: A case study of Bahir Dar university, Ethiopia. *Cogent Education*, 9(1), 2107301