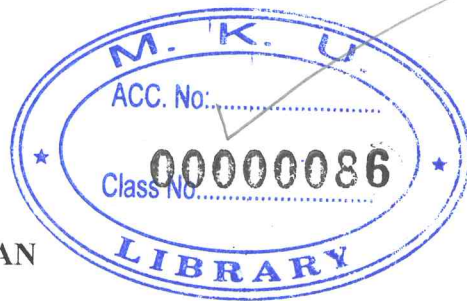


**EFFECTS OF WORK FLEXIBILITY ON EMPLOYEES' JOB SATISFACTION
REGARDING JOB CONTROL**

A CASE OF 4 STAR HOTELS IN NAKURU TOWN



MAKARI N. JEAN

MBA/111/00537

**A Research Project Submitted in Partial Fulfillment for Degree of Master of Business
Administration (Human Resource Management Option) of Mount Kenya University**

October, 2013



MKU86/13

HF5549.J43 2013

$$\begin{array}{r} 1000 \\ 700 \\ \hline 1000 \end{array}$$

$$\begin{array}{r} 42 \\ 215 \\ \hline 180 \\ 180 \end{array}$$

$$\begin{array}{r} 900 \\ 150 \\ \hline 700 \end{array}$$

ABSTRACT.

Job Autonomy, job control and flexible scheduling are three of the most important elements in job design. The focus of current study was to determine the effect of autonomy, control and flexibility on employee's job satisfaction and also to find out whether work flexibility affects job satisfaction positively or negatively. The study was based on affect theory 1976 which states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met; and the Psychological job control theory which points out the importance of having high perceptions of job control for individual well-being. It also gives the key constructs pertinent to flexible work schedules based on job control theory include: perceptions of job control over work hours and perceived job autonomy. A conceptual framework was created relating the theory to the variables of the study. The literature review discusses various work schedules such as flextime, job sharing, shifts and telecommuting. It further explores outcomes of work flexibility, job control and autonomy on an employee's satisfaction with a job. A survey was conducted to strengthen the idea comprising of 79 employees from 3 4star hotels which was drawn from a population of 6 hotels using purposive sampling. The study utilised questionnaires as a data collection tool to collect data. Descriptive statistics was used to analyze the data. Job Control was measured through timing Control, location Control, Workload Control and breaks/time offs Control. Correlation was the statistical tolls that measured the data by using SPSS. Results show that work flexibility with high level job control positively affect employees' satisfaction with the job; The unusual response from the study however reveal that work flexibility has no direct effect on job satisfaction. This may be a platform for future research to be carried out in this respect. The researcher therefore recommended that the hotels to allow employees to decide on their most appropriate Flexible Work Schedules and to avail to all cadres of employees and lastly that all organizations with employees working flexibly to allow their employees a degree of control over their location, timing, workload and continuity of work.