

FLEXIBLE WORKING PRACTICES ON EMPLOYEE PERFORMANCE IN ORGANISATIONS: (A CASE OF CONTACT CENTRES IN NAIROBI, KENYA)

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ABSTRACT

The hours and times people work have always been subject to change but the pace of this change is increasing because employees want to achieve a better work life balance, organisations want to match their business needs with the way their employees work and the changing customer expectations have put organisations under pressure to perform better and this expectations mean that new ways of working have to be found to meet these expectations. The purpose of the study is to investigate the effects of flexible working practices which are an alternative to the traditional working practices on employee performance in organisations. One of the main objectives of the research was to find out the positive and negative effects of flexible working practices. The study took in place in the following contact centres situated in Nairobi; Horizon, Ken call, Techno brain limited, Safaricom, Kenya Airways and Kenya commercial bank.

Descriptive research design was used while simple random sampling was used to sample the data. Questionnaires with both open ended and closed ended questions were used to collect the data. The questionnaires were piloted prior to the study to ensure that they collect valid and reliable data. Qualitative data obtained through open- ended questions was analysed based on themes derived from the research objectives while quantitative data obtained through closed ended questions was analysed by the use of descriptive statistics by use of frequencies, percentages and average. The major findings of the study were that flexible working has more positive effects than negative effects, organisation's operations and resources should be considered before flexible working practices are introduced, traditional methods of working will be replaced by flexible working practices in the future, the major challenge experienced by organisations in flexible working is performance monitoring and measuring and there are no adequate policy frameworks to develop and regulate the BPO sector in the country. The findings are expected to show the positive effects of flexible working practices on employee performance in organisations. The findings will provide organisations with information that will assist in creating better working models for their employees and also provide solutions to the changing trends in the business environment

regarding the changing nature of work that will be of benefit to both the organisation and employees.