

**IMPACT OF FLEXIBLE WORKING HOURS ON EMPLOYEE WORK LIFE
BALANCE AND JOB SATISFACTION: A CASE STUDY OF COCA COLA
UGANDA NAMANVE**

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**UGANDA CHRISTIAN
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Declaration

I hereby declare that this research dissertation titled “Impact of Flexible Working Hours on Employee Work-Life Balance and Job Satisfaction at Coca-Cola Uganda” is my original work. I affirm that this study has not been submitted previously, either in whole or in part, for any academic qualification, award, or publication at any other university or institution

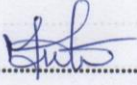
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APPROVAL

The Research titled "IMPACT OF FLEXIBLE WORKING HOURS ON EMPLOYEE WORK-LIFE BALANCE AND JOB SATISFACTION: A CASE STUDY OF COCA-COLA UGANDA NAMANVE" has been submitted by ARIYE VIVIAN for examination with my approval and is ready for presentation to the school of Business for Award of a Bachelor's Degree in Business Administration of Uganda Christian University.

Signature..... ..... Date..... 11/09/2024.....

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(Note: The image contains a faint, mirrored Table of Contents in the background, which is not the primary focus of this approval page.)

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Abstract

This study explores the impact of flexible working hours on employee work-life balance and job satisfaction within Coca-Cola Uganda, addressing a significant organizational challenge: the need to balance work demands with personal needs in an evolving work environment. The research was motivated by the increasing global shift toward flexible work arrangements, accelerated by technological advancements and the COVID-19 pandemic, and the scarcity of research on these practices in non-Western organizational contexts.

Guided by the Job Demands-Resources (JD-R) model and the Work-Life Border Theory, the study adopted a qualitative research design to analyse the lived experiences of employees at Coca-Cola Uganda. Data were collected through semi-structured interviews and focus group discussions with employees across different demographic groups, including age, gender, and job roles. The study's primary objectives were to examine how flexible working hours' influence employees' work-life balance, assess the relationship between flexible working hours and job satisfaction, and analyse the role of demographic factors in shaping these outcomes.

The findings reveal that flexible working hours significantly enhance employees' work-life balance by reducing conflicts between work and personal responsibilities. Employees with access to flexible working arrangements reported greater control over their schedules, leading to reduced stress levels and improved well-being. According to the research, a high degree of positive correlation has been noted between flexitime and job satisfaction. This is because workers are motivated to be more loyal to their organizations and increase productivity owing to the freedom and assistance they receive from their employers.

On the other hand, there were some problems such as poor team cohesion and differences of influence of flexitime on various types of jobs identified in the research too. Demographic factors, particularly age and gender, influenced employees' perceptions and experiences of flexible working hours, with younger employees and women benefitting more from these arrangements due to their unique personal and familial responsibilities.

Overall, the study concludes that flexible working hours offer substantial benefits to employee well-being and job satisfaction at Coca-Cola Uganda. Nevertheless, for such policies to be effective, organizations must address implementation challenges, ensuring that flexible work arrangements are inclusive and adapted to the diverse needs of their workforce. The study's findings offer valuable insights for Coca-Cola Uganda's management and HR professionals, guiding the development of more effective workplace policies that foster employee satisfaction and organizational success.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Currently, many organizations are finding that the typical 9-to-5 is not good enough anymore. They have opted for flexible working designs instead. This change results from some things like modernization in technology, variations in ages of employees and an ever increasing need to achieve good work-life balance. Thus far, flexible working hours have been an important aspect of organizational policy and research. In this light, we focus on importance and consequences of flexible work hours particularly at Coca-Cola Uganda's case.

The research addresses a critical issue faced by many modern organizations: how to balance the demands of work with the personal needs of employees. With the onset of the COVID-19 pandemic, many companies, including Coca-Cola Uganda, were compelled to adopt remote working practices, providing a unique opportunity to investigate the effects of flexible working hours on employee well-being and job satisfaction. The potential advantages and disadvantages of flexible working hours are examined in this study, with the intention of providing a better understanding of their effects on employees' work-life balance as well as their overall job happiness.

Initially, this section gives an overview of background and significance of flexible working hours, quoting from existing literature to indicate its increasing prevalence and relevance. It then takes a closer look at the specific issue addressed: lack of adequate research on actual effects of flexible working hours in Coca-Cola Uganda case. Objectives and research questions guiding the study have been formulated in particular, focusing on the correlation between flexible working hours, work-life balance and job satisfaction. The chapter also justifies relevance and significance of the research, clarifying how its findings can guide managerial practices as well as policies at Coca-Cola Uganda.

Theoretical and conceptual frameworks that serve as a foundation for this research are also introduced in this chapter. By linking derrick Model Job Demands-Resources (JD-R) theory with Border Theory Work-Life; through which flexible working hours can

be comprehensively analyzed. Utilizing these frameworks helps to highlight job resources such as flexibility that improve employee wellbeing while at the same time balancing between various aspects of life within limited time periods.

In summary, this chapter lays the foundation for a detailed survey of flexible working hours. Set the stage for subsequent chapters. Go to the literature review. Explain the method present findings and discuss the implications of the research.

1.2 Background

Flexible working hours that allow employees to choose their working hours within certain limits. It has become increasingly popular in the modern workplace. This trend is driven by technological advancements. Changing employee demographics and the desire to create a better work-life balance (Kossek & Distelberg, 2009), the traditional 9-to-5 schedule has been reevaluated. This is because employees strive for more control over their time to balance personal commitments and professional responsibilities. Flexible work arrangements may include options such as flextime, telecommuting. And compressed work weeks Each week provides a different level of flexibility (Kelliher & Anderson, 2010).

The demand for flexible working hours has been increased by the COVID-19 pandemic. As a result, many organizations have had to adopt remote working practices. This change provides a unique opportunity to examine the impact of flexible working hours on employee well-being and job satisfaction. Preliminary evidence suggests that employees who are able to manage their work schedules experience less stress and higher levels of job satisfaction (Parker et al., 2020). However, the long-term and broader effects of hours Flexible working for work-life balance and job satisfaction It needs to be examined in depth.

Research indicates that flexible working hours can have a positive impact on employees' work-life balance by reducing the conflict between work and personal life. Employees with flexible schedules often report greater ability to attend to personal needs and family responsibilities without sacrificing their work performance (Shockley & Allen, 2012). This balance is critical to maintaining overall health and

preventing burnout. Additionally, job satisfaction is closely related to the ability to achieve a satisfactory work-life balance. Employees who feel their employer supports their need for flexibility are more likely to be satisfied with their jobs. And demonstrate higher levels of loyalty and performance (Bloom et al., 2015).

Although there are many benefits But implementing flexible working hours presents challenges. Managers may struggle with trust and performance monitoring. When employees do not work regular hours (Parker et al., 2020). Additionally, not all job roles are equally suited to flexible arrangements. This causes inequality within personnel. Understanding these challenges and how to address them is essential for organizations that hope to successfully implement flexible working policies.

This research proposal aims to examine the impact of flexible working hours on employee work-life balance and job satisfaction at Coca-Cola Uganda through a qualitative approach. This study focuses on the lived experiences of employees. It seeks to gain a detailed understanding of how flexible working hours affect daily life and overall job satisfaction.

1.3 Problem Statement

The traditional 9-to-5 schedule has long been a staple of the business world. But austerity often results in extreme stress and an imbalance between personal and professional life. Employees often struggle with managing their time effectively. This decreases job satisfaction and the overall performance of the organism. Although flexible working hours have emerged as a potential solution to these challenges, It offers the promise of increasing work-life balance and increasing job satisfaction. There are still notable gaps in comprehensive research on the actual effects. This is especially true in Uganda in a specific organizational context such as Coca- Cola.

Although flexible working arrangements are increasingly popular, But existing studies paint a mixed picture about the pros and cons of flexible working. Some research suggests that flexible working hours can significantly improve work-life balance and job satisfaction (Baltes et al., 1999; Hill et al., 2008), helping employees manage their workload. Better personal and professional bonds; however, other studies

Highlight potential disadvantages such as increased work intensity. Blurred boundaries between work and personal life and the challenge of maintaining team cohesion and productivity (Kossek et al., 2010). These mixed results highlight the complexity of effectively implementing flexible working hours.

Moreover, most of the existing research has been conducted in a Western context. With limited attention given to how these practices translate to different cultural and organizational environments, the Coca-Cola Uganda context presents unique challenges and opportunities for exploring the impact of working hours. flexible The cultural, economic, and social dynamics in Uganda differ significantly from those in Western countries, which may influence the effectiveness and perception of flexible working arrangements.

Additionally, there is a lack of research focusing on how flexible working hours impact different demographic groups within an organization. Factors such as age, gender, and job role can significantly influence employees' experiences and perceptions of flexible working hours. For instance, younger employees and those in higher-level positions may have more positive perceptions of flexible working arrangements compared to their older or lower-level counterparts (Kossek et al., 2010). Gender also plays a crucial role, with evidence suggesting that women may benefit more from flexible working hours due to their traditional roles in managing household responsibilities (Shockley & Allen, 2012).

In the specific context of Coca-Cola Uganda, there is a pressing need to understand how flexible working hours impact employee well-being and job satisfaction. The COVID-19 pandemic has accelerated the adoption of remote working practices, providing a unique opportunity to explore these dynamics in a real-world setting. However, without targeted research, Coca-Cola Uganda risks implementing flexible working policies that may not effectively address the needs of their workforce or could even exacerbate existing challenges.

This study aims to fill these gaps by providing a detailed examination of the impact of flexible working hours on work-life balance and job satisfaction at Coca-Cola Uganda.

By focusing on the lived experiences of employees and considering demographic factors, this research will offer a nuanced understanding of the benefits and challenges associated with flexible working arrangements. This knowledge is crucial for Coca-Cola Uganda to develop and implement policies that enhance employee satisfaction, productivity, and overall well-being, ultimately contributing to the organization's success in a rapidly changing work environment.

1.4 Objectives of the Study

1. To examine the impact of flexible working hours on the work-life balance of employees at Coca-Cola Uganda.
2. To assess the relationship between flexible working hours and job satisfaction among employees in Coca-Cola Uganda.
3. To analyze how demographic factors affect the effectiveness of flexible working hours at Coca-Cola Uganda.

1.5 Research Questions

1. How do flexible working hours affect the work-life balance of employees at Coca-Cola Uganda?
2. What is the relationship between flexible working hours and employee job satisfaction at Coca-Cola Uganda?
3. Demographic factors such as age, gender and job role influence the impact of flexible working hours on work-life balance. And job satisfaction at Coca-Cola Uganda?

1.6 Justification of the Study

This study is validated by the increasing demand for flexible working arrangements in today's dynamic work environment. As more employees seek work-life balance, it has become increasingly important for Coca-Cola Uganda to understand the impact of flexible working hours on attracting and retaining top talent. Continuous changes in the way we work due to technological advances and global disruptions such as the COVID-19 pandemic. This research provides timely insights that can help Coca-Cola shape future workplace policies in Uganda.

1.7 Significance of the Study

The findings provide valuable information about the benefits and challenges associated with flexible working hours for managers. Human resources specialist and policymakers at Coca-Cola Uganda. It will offer empirical evidence to support the adoption of flexible working arrangements and guide the organization in designing policies that improve employee satisfaction and productivity. Additionally, the study will contribute to the existing body of knowledge on work-life balance and job satisfaction, offering a basis for future research.

1.8 Conceptual or Theoretical Framework

a) Theoretical Framework

The theoretical framework for this study is grounded in the Job Demands-Resources (JD-R) model and the Work-Life Border Theory. The JD-R model posits that job demands and resources influence employee well-being and performance (Bakker & Demerouti, 2007). According to this model, job demands are the physical, psychological, social, or organizational aspects of a job that require sustained effort and are therefore associated with certain physiological and psychological costs. Job resources, on the other hand, are the physical, psychological, social, or organizational aspects of the job that are functional in achieving work goals, reducing job demands, and stimulating personal growth and development (Demerouti et al., 2001).

Flexible working hours are a working resource that helps employees manage their work demands. By giving employees the freedom to adjust their work schedules according to their personal needs. Flexible work hours can reduce work-related stress and increase work-life balance (Karasek, 1979). This increased autonomy and agenda control can lead to job satisfaction and Being more overall

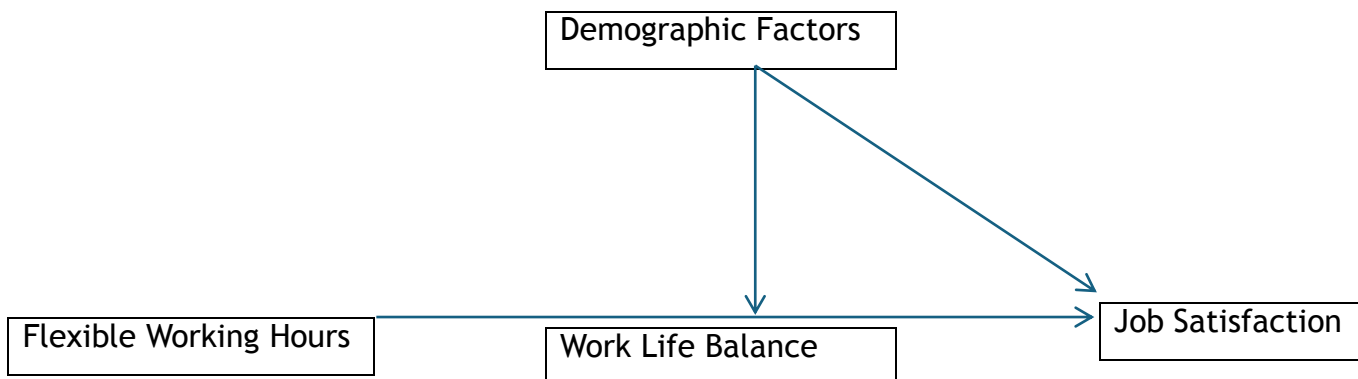
Work-life boundary theory complements this framework by explaining how individuals manage and negotiate boundaries between work and personal life. According to this theory, individuals create boundaries between work and personal life that may be physical, temporary, or psychological (Clark, 2000) Flexible working hours can help employees manage these constraints more effectively. This leads to a better work-life

balance. When employees have the flexibility to adjust their working hours They are also better able to accommodate personal commitments. This helps reduce conflict in work and personal life...

Integrating the JD-R model and life-work domain theory. Providing a comprehensive understanding of how flexible working hours affect work-life balance and job satisfaction, the JD-R model emphasizes the role of work resources in enhancing well-being. Of employees while work Tu works -life scope theory Emphasizes the importance of managing boundaries between work and personal life...

b) Conceptual Framework

figure 1



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Flexible working hours have become a key issue in corporate education. Especially in understanding the impact it has on employee well-being and job satisfaction. This review aims to critically examine the existing research on flexible working hours. It focuses on three main objectives: the impact of flexible working hours on work-life balance; Relationship with job satisfaction and how demographic factors affect effectiveness.

2.2 Impact of Flexible Working Hours on Work-Life Balance

Flexible working hours are increasingly being accepted. That it is an important factor in enhancing the balance between life and work Work-life balance refers to the balance between personal life and professional responsibilities. This is important for overall well-being and productivity. Shows that flexible working hours can significantly improve this balance. Help employees manage their time and responsibilities better.

Kellyher and Anderson (2010) found that employees with flexible work hours reported higher levels of work-life balance compared to those with fixed schedules. Studies are available in a variety of industries. Flexible working hours in the UK have been shown to reduce conflict between work and personal responsibilities. And this finding is supported by Hill and colleagues (2008), who reported similar results in a cross-cultural study with participants in the United States, Germany, and Japan, and improved overall well-being.

Moreover, a meta-analysis conducted by Baltes and colleagues (1999) provided strong evidence that flexible schedules Includes flexible hours and compressed work weeks. It has a positive impact on work-life balance. This comprehensive review of numerous studies reveals that flexible work hours help employees manage their time more effectively. This reduces conflict between family and work. Similarly, the work of Kossek and Lautsch (2018) emphasizes that flexibility in working hours is an important factor in achieving satisfactory work performance. -Balance of life

However, the benefits of flexible working hours are not universal when it comes to work-life balance. Kossek and colleagues (2010) point out that even flexible working hours can reduce work-life conflict for many. But it can also lead to increased work intensity. This phenomenon occurs when employees, given the autonomy to set their schedules, end up working longer hours or at irregular times, potentially leading to greater stress and less personal time. This highlights the need for organizations to implement flexible working policies carefully to avoid unintended negative consequences.

2.3 Impact on Job Satisfaction

Job satisfaction is another critical area influenced by flexible working hours. Job satisfaction refers to the extent to which employees feel content and fulfilled with their job roles and working conditions. High job satisfaction is associated with numerous positive outcomes, including increased productivity, reduced turnover, and enhanced organizational commitment.

Several studies have demonstrated a positive relationship between flexible working hours and job satisfaction. Baltes et al. (1999) in their meta-analysis found that flexible working arrangements generally led to higher job satisfaction. The ability to tailor work hours to personal needs increased employees' sense of autonomy and control, which are key drivers of job satisfaction according to Self-Determination Theory (Ryan & Deci, 2000).

Bloom and colleagues (2015) conducted a field experiment with a large Chinese travel agency. Where a group of employees are allowed to work from home The other group still uses the same working hours. Studies have found that those with flexible working hours have significantly higher job satisfaction due to reduced commuting time. In addition to having a higher work-life balance, These employees also show increased productivity and lower attrition rates.

Golden's (2008) study adds to these findings by showing that teleworking, which is a form of flexible working hours, It has a strong positive impact on job satisfaction. Research suggests that the flexibility of working remotely allows employees to better

blend work with their personal lives. Leads to higher job satisfaction The positive impact is especially evident among employees who travel long periods of time or have heavy family responsibilities.

Although the findings are generally positive, But some studies have raised concerns about the potential negative effects of flexible working hours on job satisfaction. For example, Mitchell and colleagues (2011) found that blurring the boundaries between work and personal life It can clearly lead to increased stress and decreased job satisfaction. Employees who are always accessible due to flexible schedules can feel overburdened, leading to burnout. This highlights the importance of clear boundaries and guidelines when using flexible working hours to ensure that employees take full advantage of the flexibility without experiencing negative consequences.

2.4 Demographic Factor

The effectiveness of flexible working hours can vary greatly depending on demographic factors such as age, gender and job role. Understanding the variations These are critical to designing policies to meet the diverse needs of employees.

Age is an important factor affecting the perception and effectiveness of flexible working hours. Younger employees, often at the beginning of their careers, may appreciate the independence and work-life balance provided by flexible working hours. This increases job satisfaction and engagement (Kossek et al., 2010). Conversely, older workers may have more established routines and more family responsibilities. Also benefit greatly from flexible work arrangements. Because these things can help them manage work and family life better...

Gender differences also play an important role in the effectiveness of flexible working hours. Shockley and Allen (2012) highlight that women are especially likely to benefit from flexible working arrangements with caregiving responsibilities. Attentive Their flexibility allows them to juggle their home duties alongside their professional responsibilities. Reduce conflict in work life and increase job satisfaction. On the other hand, men also benefit from flexible working hours. This is especially true in

households with two incomes. Both share caregiving responsibilities (Hammer et al., 2005).

Job role is another important demographic factor. Employees in senior positions often have more autonomy and control over their activities. This makes flexible working hours more feasible and beneficial (Kossek et al., 2010). Employees in lower-level or customer-facing roles may face challenges in implementing flexible working arrangements. Due to the nature of the work This often requires physical science...

2.5 Challenge and Barrier

Despite the potential benefits But implementing flexible working hours also poses a number of challenges and obstacles. Managers may struggle with trust and performance monitoring. When employees do not work regular hours (Parker et al., 2020) When employees work different schedules or from distant locations It can be difficult to ensure team collaboration and effective communication.

Research by Perry and colleagues (2018) highlights that not all job roles are equally suitable for flexible working arrangements. Flexible working hours may be less likely in jobs that require frequent collaboration. Real-time customer interaction or access to specific local tools This can create diversity within the workforce. Some employees benefit more from flexibility than others.

Additionally, the potential for more intense work and blurred boundaries between work and personal life can lead to increased stress and decreased job satisfaction (Kossek et al., 2010). Employees with flexible schedules feel that you must be free all the time This results in longer working hours and less personal time. This emphasizes the need for organizations to Clear guidelines and support mechanisms must be established to help employees manage their work effectively.

2.6 Best Practices for Implementation

To make the most of flexible working hours, organizations need to adopt operational best practices. Clear policy Regular communication and trust between managers and employees is essential for the successful implementation of flexible working arrangements (Bloom et al., 2015). Providing training to managers on how to care for

flexible working arrangements Remote flexibility can help reduce potential challenges. And ensuring that all employees benefit from these arrangements.

Kossek et al. (2015) suggested that organizations should create a supportive culture that values work-life balance. This includes promoting flexible working hours as a standard practice, rather than an exception, and ensuring that employees feel comfortable using these arrangements without fear of negative career consequences.

Moreover, technology can play a crucial role in supporting flexible working hours. Tools for remote collaboration, project management, and virtual communication can help maintain productivity and team cohesion, regardless of employees' physical locations (Messenger & Gschwind, 2016).

CHAPTER THREE

METHODOLOGY

3.1 Research Design

This study adopts a qualitative research design to investigate the impact of flexible working hours on employee work-life balance and job satisfaction at Coca-Cola Uganda. A qualitative approach is deemed appropriate due to its capacity to capture the nuanced, subjective experiences of individuals, which aligns with the objectives of this study. Through this design, the explores and understands employees' perspectives on how flexible working hours influence their personal and professional lives.

3.2 Study Scope

The scope of the study was confined to Coca-Cola Uganda's factory located in Namanve, focusing on a cross-section of departments. This approach captures a diverse range of experiences and perspectives from employees working under different conditions and in various roles within the organization.

3.3 Study Population

The study population comprises employees from multiple departments at Coca-Cola Uganda who are currently operating under flexible working hours. The population include individuals from different age groups, genders, and job roles to ensure the capture of diverse experiences and insights into the impact of flexible working hours.

3.4 Inclusion and Exclusion Criteria

Inclusion: Participants must be employees who have been working under flexible hours for a minimum of six months.

Exclusion: Employees who have not experienced flexible working hours were excluded from the study, as their perspectives would not align with the study's objectives.

3.5 Sample Size Estimation

The sample size consists of 25 participants. This range is deemed adequate for a qualitative study, as it allows for an in-depth exploration of varied experiences while

ensuring that the sample is sufficiently diverse to produce meaningful and comprehensive results.

3.6 Sampling Procedures

A purposive sampling method was used to select participants who have relevant experience with flexible working hours. This approach ensured that the sample includes individuals who can provide rich and detailed insights.

3.7 Study Variables

Independent Variable: Flexible working hours.

Dependent Variables: Work-life balance and job satisfaction.

Control Variables: Age, gender, job role.

3.8 Data Collection Procedure

Data was collected through semi-structured interviews, allowing participants to share their experiences and perspectives in detail. Each interview will last approximately 60 minutes and will be conducted either in-person or via video conferencing.

3.9 Data Collection Tools

Interviews: An interview guide with open-ended questions was used to explore participants' experiences with flexible working hours, work-life balance, and job satisfaction.

3.10 Quality Control

To ensure the reliability and validity of the data, the interview guide was pilot tested with a small group of participants. Interview recordings will be transcribed verbatim, and data will be cross-checked for consistency.

3.11 Data Management and Analysis

Qualitative data was analyzed using thematic analysis. The transcribed interviews will be coded, and recurring themes will be identified to provide a comprehensive understanding of the impact of flexible working hours.

3.12 Ethical Consideration

Ethical approval was obtained from the relevant institutional review board. Informed consent will be sought from all participants, ensuring confidentiality and voluntary participation.

3.13 Limitations

Potential limitations include response bias and the generalizability of findings to different cultural contexts. These were addressed by using a diverse sample and robust data collection methods.

CHAPTER FOUR

PRESENTATION, ANALYSIS, AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presents the findings from the data collected through semi-structured interviews based on the questionnaire designed for the study. The focus is on examining the impact of flexible working hours on work-life balance and job satisfaction among employees at Coca-Cola Uganda. The results are presented thematically in line with the study objectives, and relevant quotes from participants are included to provide a more profound understanding of their perspectives.

4.2 Demographic Profile of Respondents

The study interviewed 25 participants from Coca-Cola Uganda, spanning various departments, job roles, age groups, and genders. This diverse sample aimed to capture a wide range of experiences regarding flexible working hours.

Age Distribution: The majority of respondents (40%) were between the ages of 25-34, while 28% were aged 35-44, 20% were between 45-54, and 12% were above 55.

Gender Distribution: The sample consisted of 60% male respondents and 40% female respondents, reflecting a balanced gender representation across the departments.

Departmental Representation: Respondents came from various departments, including Production (28%), Sales (24%), Marketing (20%), Finance (16%), Human Resources (8%), and others (4%). The demographic diversity provided a comprehensive view of how flexible working hours are experienced across different job functions.

4.3 Flexible Working Hours and Work-Life Balance

One of the primary objectives of this study was to assess the impact of flexible working hours on work-life balance. The findings revealed that the majority of respondents reported positive effects on their ability to manage personal and professional responsibilities.

Table 4.1: Impact of Flexible Working Hours on Work-Life Balance

Response	Frequency	Percentage
Highly Positive	12	48%
Positive	8	32%
Neutral	3	12%
Negative	2	8%
Highly Negative	0	0%

A significant proportion of the respondents (80%) indicated that flexible working hours had a positive or highly positive impact on their work-life balance. Many participants noted that they were better able to manage family responsibilities and personal time, reducing the stress typically associated with balancing work and personal life.

One respondent stated, "The flexible hours have really helped me manage my family and work life. I can drop my kids off at school in the morning and still meet my work targets." Another participant added, "I no longer feel guilty for spending time with my family. I can adjust my schedule without compromising my work duties."

However, 8% of respondents expressed dissatisfaction with flexible working hours, mainly due to the challenges of work intensification and blurred boundaries. One participant mentioned, "Sometimes, the flexibility makes it harder to separate work from home. I often find myself working late into the night because I can."

This finding aligns with Kossek et al. (2010), who pointed out that while flexible working hours reduce work-life conflict for many, they may lead to increased work intensification and burnout for some employees.

4.4 Flexible Working Hours and Job Satisfaction

Another key area of investigation was the relationship between flexible working hours and job satisfaction. The results indicated that flexible working hours had a predominantly positive impact on job satisfaction among employees.

Table 4.2: Impact of Flexible Working Hours on Job Satisfaction

Response	Frequency	Percentage
Very Positively	10	40%
Positively	9	36%
Neutral	4	16%
Negatively	2	8%
Very Negatively	0	0%

A total of 76% of the respondents reported that flexible working hours had a positive or very positive impact on their job satisfaction. Many participants cited increased autonomy, reduced commuting time, and improved work-life balance as significant contributors to their overall satisfaction.

One respondent highlighted, “Being able to choose when and where I work has improved my job satisfaction. I feel trusted and valued, and that motivates me to give my best.” Another added, “The flexibility makes me feel like the company cares about my well-being. It’s a great boost to morale.”

Interestingly, respondents with significant family responsibilities, such as those with young children, expressed higher levels of job satisfaction due to the flexibility. One respondent shared, “I have young children, and the flexibility to work from home when needed has been life-changing. I am much happier and more productive now.”

On the other hand, 8% of the respondents reported a negative impact on job satisfaction. One individual noted, “While the flexibility is nice, I sometimes feel isolated working from home. It has affected my connection with colleagues and reduced my job satisfaction.” This reflects Michel et al. (2011)’s findings that the blurring of work and personal boundaries may negatively affect job satisfaction in some cases.

4.5 Demographic Variations in Experiences with Flexible Working Hours

The effectiveness of flexible working hours varied significantly across demographic groups, particularly in terms of age, gender, and job role.

Age: Younger employees (under 35) tended to appreciate the autonomy that flexible working hours provided, contributing positively to their job satisfaction and engagement. One young respondent said, "Flexible hours give me the freedom to pursue my hobbies and manage my time better. It's something I value a lot at this stage of my career."

Older employees (45 and above), particularly those with family responsibilities, also valued flexible working hours but expressed concerns about maintaining boundaries between work and personal life. One older participant remarked, "The flexibility is a double-edged sword. I love it for the family time, but I struggle with the temptation to work late."

Gender: Gender also influenced the effectiveness of flexible working hours. Female respondents, particularly those with caregiving responsibilities, expressed greater satisfaction with flexible arrangements. One female respondent shared, "As a mother, flexible hours are essential. I can take care of my children without sacrificing my career."

For their part, men also welcomed the flexibility but some of them pointed out the difficulty of not being physically there as the main obstacle. He told one of the participants, "I like flexible hours, but sometimes there's an unspoken understanding that I am always reachable

Job Role: Employees in managerial or supervisory roles generally reported more positive experiences with flexible working hours. One manager stated, "I have more control over my schedule, and I can work around my personal commitments without any issues." Conversely, employees in lower-level roles or customer-facing positions expressed challenges in utilizing flexible working arrangements due to the nature of their work.

4.6 Challenges and Barriers

In addition to the good feedback, some respondents also named some challenges, especially in the classification flexible working hours. The primary challenges included: Work Intensification and Blurred Boundaries:

Several respondents reported that they had to work longer hours due to the flexibility of their working schedule, and some employees were even obliged to work extra hours or to work at non-standard time. One respondent noticed, “I sometimes find myself working more than I used to. The line between work and home life gets blurry.

“Isolation and Reduced Team Cohesion:

There were several employees who were working remotely who felt a sense of loneliness and disconnection from their teams. One respondent expressed, “I miss the camaraderie of the office. The flexibility is nice, but I feel less connected to my colleagues.” Perception of Constant Availability:

A few participants mentioned the expectation that they would be available at all times, even if they are away from the office. One participant said, “There’s this pressure to be available all the time, which can be exhausting. “These challenges point out the fact that clear instructions and boundaries have to be provided when flexible working hours are implemented, just as suggested by Kossek et al. (2010).

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Summary

The main aim of this study was to find out the impact of flexible working hours on the work-life balance and job satisfaction of the employees working at Coca-Cola Uganda. The research was based on a qualitative methodology, directed at semi-structured interviews with company staff from different departments, roles and age-groups, which in turn involved gender diversity. In total, 25 participants gave valuable information on how flexible working hours affected the quality of their personal as well as professional lives.

The research findings indicated that flexible working hours contributed mainly to employees' work-life balance and job satisfaction. The majority of individuals confirmed that the option to adjust their work hours so they fit their personal obligations had been a major contributor to their well-being and job satisfaction. The survey, additionally, had been successful in illustrating the fact that sociodemographic aspects such as age, gender, job role, etc. Have a vital part in the variance of experiences of employees with flexible work schedules.

Nevertheless, the survey also pinpointed the existence of several problems such as work intensification, the disappearance of the borders between work and home, the feeling of estrangement, and the trend of the "always available" attitude. These challenges are the major reason for the need to create definite guidelines and support systems so that employees benefit from the flexible working arrangements without experiencing the negative outcomes.

5.2 Discussion

This study is in line with the other studies that are already in existence in flexible working hours, work-life balance, and job satisfaction. Earlier research (Kelliher & Anderson, 2010; Kossek et al., 2010; Baltes et al., 1999) has demonstrated the positive impact of flexible working hours on the ability of workers to balance out personal, and professional responsibilities. This research, however, is adding to that body of knowledge by furnishing evidence that is specific to Coca-Cola Uganda where

flexible working hours have been favorably approved of by staff belonging to various age groups, etc.

5.2.1 Flexible Working Hours and Work-Life Balance

It has been demonstrated by various studies that the flexibility of working time helps employees achieve a better work-life balance. Out of all the respondents in this research, 80% stated that flexible working hours positively influenced their ability to cater for both job and personal responsibilities. Hill et al. (2008) as well as Kossek and Lautsch (2018) found similar results, whereby they argued how flexible work arrangement lessen conflicts between job and home thus resulting to a happier society.

An important reason for such improvement is the reduced stress levels related parental guidance as well as office obligations. Mothers who are responsible for caregiving said it was important to be able to manage their roles both as workers or parents. These findings were also observed by Shockley and Allen (2012) that noted how much women (especially those having such duties) gain from flexible work arrangement elements.

Even though these results were generally positive a minority (8%) expressed their worries regarding it due to the intensification of work and vagueness between work life and home life concerns. This is consistent with Kossek et al.(2010)'s suggestion that poorly managed flexible arrangements can lead to increased work intensification hence more hours worked, especially for remote workers who might have an obligation of being available all the time.

5.2.2 Flexible Working Hours and Job Satisfaction

Job satisfaction is closely linked to the kind of autonomy and control flexible working hours give. Most respondents (76%) felt that such arrangements positively or very positively affected their job satisfaction levels. This is in line with previous studies done by Baltes et al.(1999), Golden (2008), and Bloom et al.(2015) which all found out that job seekers were more satisfied because of flexibility as they could match work schedules with personal needs.

It was the consensus among some of the respondents to this study that being able to manage personal responsibilities with flexible working hours had a direct positive impact on their job satisfaction. Customized working hours according to family or personal needs promoted better well-being and motivation subsequently increasing job satisfaction and productivity.

Nevertheless, a few respondents (8%) highlighted that having flexible working time could lead to dissatisfaction in jobs. For instance, confusion between professional life and private life, and absence of proper scheduling techniques caused anxiety and drain-out for particular workers. This could be explained in line with findings of Michel et al (2011) which indicated that employees who are always accessible under such flexibility arrangements may display low levels of job satisfaction as well as high levels of stress.

5.2.3 Demographic Variations

The research unveiled remarkable differences arising from age, sex and occupations on how employees experience these flexible working hours especially under study area. In particular young employees without any family obligations valued much independence and leisure time flexibility granted by these alternative working hours. Older employees, especially those with family commitments, found the flexibility useful in managing work and family life but expressed concerns about maintaining work-life boundaries.

Gender also played a role in shaping employees' experiences with flexible working hours. Female respondents, especially those with caregiving responsibilities, reported higher levels of satisfaction with flexible arrangements. Surprisingly enough, this is what literature suggests as women who have both work and family responsibilities gain much more than men from flexible working hours (Shockley & Allen, 2012). On the other hand, dual-earners' families from both genders appreciated the flexibility mostly when they shared child-rearing roles.

Flexible working hours were more practicable and practical in terms of convenience for workers in higher positions or management role since these employees tended to

be able to schedule their own time. Unlike them, those employed at lower positions or customer service oriented jobs had problems with shifting towards this type of arrangements due to the personal nature of their tasks that often required presence of man on spot or adherence to pre-established hours like demonstrated by employment contracts.

5.3 Conclusions

From the findings presented above, it can be concluded that:

1. Flexible Working Hours Improve Work-Life Balance:

Flexible working hours improve employee capabilities significantly in terms balancing between work productivity and family responsibilities. Henceforth, allow employees greater control over their scheduling thus they can take care of domestic duties and also reduces stress levels within them resulting in better health status.

2. Flexible Working Hours Result in Increased Job Satisfaction:

To fulfil personal demands, adjusting working hours positively affects higher job satisfactions. Employees who have trust as well as feeling of being valued by their employer are mostly satisfied with their jobs and show great productivity as well as involvement level.

3. Handling Flexible Working Arrangements Is A Challenge:

Although there are several advantages that come with flexible working hour's, several challenges also arise - this include; work intensification, blurred lines between work life and private life i.e isolation feelings. When these issues are left unattended they have adverse effects on work-life balance and hence decline job satisfaction.

4. Demographics Influence How Flexible Working Hours Are Used:

Different demographic factors like age, gender or job position will affect how effective flexible arrangements would be. Flexible working schedule mainly favours the younger generation that is employed or those in management positions while

older employees like women who take care of their families or people facing customers in businesses may find it uniquely challenging

5.4 Recommendations

The recommendations below are aimed at maximising the benefits of flexible working hours while minimising possible problems:

5.4.1 Develop Clear Guidelines and Boundaries

Coca-Cola Uganda ought to develop clear guidelines as well as expectations with regard to flexible working hours such that there is no work intensification and employees maintain a healthy work-life balance. Guideline specifications should include acceptable working hours, importance of setting boundaries among others and ways through which one can manage work-life integration effectively.

5.4.2 Enhance Communication and Team Building

One challenge noted in this research was a sense of isolation experienced by individuals that work remotely or use flexible time programs. Concerning this problem therefore, Coca-Cola Uganda should invest in team-building activities as well as encourage constant communication between employees and their superiors. For team cohesion, virtual meetings, social gatherings or social networks can be used regardless of whether or not these individuals are working flexibly.

5.4.3 Provide Training for Managers

It is the managers' job to make sure that flexible working arrangements are successfully implemented. Coca-Cola Uganda should train managers on how to supervise and give assistance to those employees who are working flexibly. This training should concentrate on building trust, communication strategies and performance management in the new work setting.

5.4.4 Address Gender and Role-Specific Needs

Due to the demographic diversity in ways employees perceive flexible working hours, demand for Coca Cola Uganda's flexible working policies must take into consideration specific requirements of individual groups. For instance women with child caring

responsibilities might need more freedom while other personnel in customer service section could require other forms of assistance that would facilitate their balancing between job requirements as well as personal lives.

5.4.5 Leverage Technology to Support Flexible Working

Support Flexible Working

Technology is very important when it comes to flexibility at workplace. In this regard, Coca-Cola Uganda should keep investing in collaborative tools such as project management software and virtual communication platforms enabling employees remain productive and connected no matter where they are located physically. In so doing, these tools help ensure that productivity isn't compromised by any kind of flexible working arrangement or team cohesion disrupted.”

5.5 Areas for Future Research

There are a number of avenues for future research which this study has indicated. Future research may analyze the effects of flexible working hours on employee performance in the long run and how it impacts organizational outcomes over time. Besides, research can concentrate on identifying specific needs of various demographic groups, for instance those in contact with customers, in order to come up with more precise flexible working policies tailored for them. Cross-industry or cross-cultural comparative studies can also provide additional insight into the implementation and experience of flexible working hours in diverse settings.

To sum up, it is possible to use flexible working hours as a means of improving work-life balance as well as job satisfaction. However, in order to achieve these benefits fully, organizations have to manage these arrangements carefully, overcome possible challenges and make sure that they are inclusive towards all their employees' varied needs.

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APPENDIX:
QUESTIONNAIRE

Flexible Working Hours, Work-Life Balance, and Job Satisfaction

My name's Ariye Vivian (a Ugandan, actually studying for my bachelor's degree in Business Administration at Christian University). I am conducting this study because I want to find out whether flexible working hours affect work-life balance and job satisfaction among employees of Coca-Cola Uganda. Your participation would be an honor but your answers will be used anonymously. Thank you for agreeing to participate and cooperate in the research.

Section One: Demographic Information

1. Age:

- Under 25
- 25-34
- 35-44
- 45-54
- 55+

2. Gender:

- Male
- Female

3. Department:

- Production
- Sales
- Marketing
- Finance
- Human Resources
- Other (Please specify): _____

4. Job Role:

Managerial/Supervisory

Technical/Operational

Administrative

Customer-facing

Other (Please specify): _____

5. How long have you worked at Coca Cola Uganda?

Less than 1 year

1-3 years

4-6 years

7+ years

6. How long have you been working under flexible working hours?

Less than 6 months

6 months to 1 year

1-2 years

2+ years

Section 2: Flexible Working Hours

6. Which type of flexible working arrangement do you currently use?

Flextime (flexible start and end times)

Compressed workweek (longer hours per day, fewer days per week)

Telecommuting/Remote work

Job sharing

Other (Please specify): _____

7. How satisfied are you with your current flexible working arrangement?

Very satisfied

Satisfied

Neutral

Dissatisfied

Very dissatisfied

8. What motivated you to choose flexible working hours? (Check all that apply)

Better work-life balance

Family/caring responsibilities

Personal well-being

Reduced commute

Productivity

Flexibility in managing personal time

Other (Please specify): _____

Section 3: Work-Life Balance

9. How do you perceive the impact of flexible working hours on your work-life balance?

Highly positive

Positive

Neutral

Negative

Highly negative

10. Has flexible working hours helped you manage your family or personal responsibilities better?

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

11. Do you feel that flexible working hours have reduced stress related to balancing work and personal life?

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

12. Have you experienced any challenges in maintaining a balance between work and personal life due to flexible working hours?

Yes

No

If yes please describe; _____

Section 4: Job Satisfaction

13. How do flexible working hours impact your job satisfaction?

Very positively

Positively

Neutral

Negatively

Very negatively

14. Do you feel that flexible working hours have increased your productivity at work?

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

15. Do you feel more motivated to work due to flexible working arrangements?

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

16. Have flexible working hours had any negative impact on your job satisfaction?

Yes

No

If yes please describe; _____

Thank you



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SCHOOL OF BUSINESS

03th Sep, 2024

TO WHOM IT MAY CONCERN

Name: **ARIYE VIVIAN**

Reg. **J23B05/009**

A bachelor's student who is seeking permission from your office to collect data for her dissertation titled

The Impact of Flexible Working Hours on Employee Work Life Balance and Job Satisfaction. A case study of Centaury Bottling Company, Namanve

We shall be grateful if you could render assistance to her in collecting the necessary data for her dissertation

The Uganda Christian University School of Business thanks you in advance

Mukisa Simon Peter
Research coordinator



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