

**THE EFFECT OF FLEXIBLE WORK ON EMPLOYEES' WORK-LIFE BALANCE  
: A CASE STUDY OF CENTENARY BANK, MUKONO BRANCH**

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**DECLARATION**

I, MUZOORA KARABO AMELIA hereby declare that this research report is my own original work and has never been submitted to any other institution for any academic award.

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## **APPROVAL**

This is to certify that this research report has been written by MUZOORA KARABO AMELIA under my supervision and is submitted for examination with my approval as the Academic Supervisor.

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Date: 19/09/2024

**Mrs. Ddamulira Enid**

## **DEDICATION**

This dissertation is dedicated to my family, the Muzooras, who have relentlessly been a driving force in my entire education. This is also dedicated to all my colleagues, lecturers and particularly my academic supervisor who have played a big part in my academic journey.

## **ACKNOWLEDGEMENTS:**

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## **ABSTRACT**

This study investigated the effect of flexible work on employees' work-life balance at Centenary Bank Mukono Branch. A quantitative approach was employed, using a descriptive survey method to collect data from 52 employees. The study aimed to determine the impact of flexible work arrangements on employees' ability to balance work and personal responsibilities.

The study found that 75% of employees reported benefiting from flexible working practices, such as compressed workweeks and telecommuting. These arrangements improved employees' ability to balance work and personal responsibilities, leading to higher job satisfaction. Employees valued flexible work arrangements, with 72.4% seeking better flexible work options. Flexible work arrangements were found to be essential for employees' work-life balance and job satisfaction. The study provides recommendations for Centenary Bank Mukono Branch to enhance flexible work arrangements.

The study identifies areas for further research, including the impact of flexible work arrangements on employee productivity and retention. Further research could explore the challenges and benefits of implementing flexible work arrangements in different organizational contexts. The study's findings and recommendations provide a foundation for future research on the impact of flexible work on employees' work-life balance. The study contributes to the development of strategies and policies that support employees' work-life balance and job satisfaction. Future research should explore the long-term effects of flexible work arrangements on employees' well-being.

The study's findings have practical implications for employers seeking to enhance employees' well-being and productivity. Employers can use the findings to inform policies and practices that support employees' work-life balance. The study highlights the importance of employee well-being and job satisfaction in achieving organizational goals. Flexible work arrangements are a critical component of employee well-being and job satisfaction. By implementing flexible work arrangements, employers can promote employees' work-life balance and job satisfaction.

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## CHAPTER ONE

### INTRODUCTION

#### 1.0. Introduction

This chapter will present the background to the study, statement of the problem, objectives of the study and research questions. It will further highlight the scope of the study, justification of the study, significance of the study and definition of the key terms. More so, my motivation for investigating this topic stems from the increasing demands of modern work life, which often blur the boundaries between work and personal life. As a result, employees face significant challenges in managing their work and personal responsibilities, leading to decreased productivity, job satisfaction, and overall well-being. Flexible work arrangements have been touted as a potential solution, but their impact on employees' work-life balance remains unclear. This study aims to fill this knowledge gap.

#### 1.2. Background of the study

In recent years, the phrase "work-life balance" has gained a lot of popularity, particularly among millennials who are now a dominant force in the workforce (Gallup, 2013). Companies have been working extremely hard to figure out how to best attract millennial employees, as they will make up 75% of the workforce by 2025 (Brooks, 2019). Many executives believe it's time to rethink what work-life balance actually entails (Koll, 2018). A good work environment includes a strong work-life balance, which is essential for maintaining employee well-being (Eisenberger et al., 1986). Keeping a healthy work-life balance lowers stress and lowers the risk of workplace burnout (Maslach & Leiter, 2017).

One of the most prevalent health problems in the workplace is chronic stress (American Psychological Association, 2020). Physical effects include high blood pressure, cardiac issues, stomach issues, and persistent pains and aches (McEwen, 2007). Chronic stress is also associated with an increased risk of depression, anxiety, and sleeplessness, which

can have a detrimental effect on mental health (Harris et al., 2016). Burnout at work is caused by prolonged periods of excessive stress (Maslach & Jackson, 1981). Workers who put in a lot of overtime are more likely to experience burnout (Demerouti et al., 2001). Fatigue, mood changes, impatience, and a decline in productivity at work are all consequences of burnout (Koll, 2018). Employers should be alarmed by this, as the Harvard Business Review estimates that medical expenses associated with burnt-out workers amount to between \$125 billion and \$190 billion annually in the US. Employers may save costs and retain a staff that is healthier and more productive by prioritizing work-life balance in the workplace. However, what does work-life balance actually entail? That's where things can get a little tricky, though. For each person, work-life balance can mean something slightly different (Koll, 2018). According to some researchers, work-life balance is achieved when an individual's work and personal life are "in harmony" and do not conflict with each other (Greenhaus & Allen, 2010). Others define it as the ability to manage work and personal responsibilities effectively, without one aspect of life dominating the other (Voydanoff, 2005).

The idea of work-life balance has long been popular among people who value both their personal and professional lives. Workplace culture has been impacted by sociodemographic shifts following industrialization, including an increase in the proportion of women and employees with families as well as an aging labor force. Along with longer workdays and hours, employees' retirement ages have increased (Beauregard & Henry, 2009). The work and non-work lives of people have been impacted by these changes. They must manage the responsibilities of several roles, and since new technology has made it easier to communicate and work from anywhere at any time, the pressure to perform has also increased. Employee stress has increased as a result of constant availability and the challenge of juggling work and personal obligations. These problems and the speed at which things are changing have made work-life balance and employee well-being hot topics in today's society (Wheatley, 2016).

Flexible working time arrangements are characterized by a degree of freedom of the workers as to how they arrange the hours they have to work. The flexible part of the arrangement is, for example, the introduction of variable start and finish times, or the

implementation of working time accounts. In a flextime arrangement, employees are free to choose when they start and finish their working time. They have to be present only at the fixed core hours and fulfill the contractual working hours. With a working time account, the number of hours agreed on has to be worked without precise instructions on the daily working time. The practice of employees working partially or entirely from home or while traveling is known as tele-work. Employees who have flexible work schedules have more possibilities to balance their personal and professional life. This makes it possible, for instance, to better complete family obligations and make better use of free time. (Microcensus,2010).

Flexible work schedules, however, can also be advantageous to companies since they may boost staff dedication and motivation. Performance can be positively impacted by both elements. In 2010, 38 percent of workers had flexible work schedules. In the year 2010, 37.8% of workers aged 15 to 64 reported having flexible work schedules. Only 10.7% of workers used flex time to modify the start and end hours of their daily work schedules to suit their personal schedules; about 25% of workers used working time accounts. Conversely, sixty-four percent of workers had rigid work schedules with set start and end hours. There was a marginal difference in the percentage of workers with flexible work schedules between the sexes: 38.6% of men and 36.9% of women employed working time arrangements (Microcensus2, 2010).

One of the best methods to meet the needs of most employees—regardless of their generation—for a work-life balance is to provide a flexible work environment (Gajendran & Harrison, 2007). It has been demonstrated that a flexible work environment reduces stress, increases job satisfaction, and supports employees in maintaining better behaviors (Butler et al., 2009). To establish a more flexible work environment that appeals to workers of all generations, employers should provide limitless paid time off, flexible work schedules, and the option to work from home (Golden & Veiga, 2005).

Employers need to understand that work-life balance encompasses more than just scheduling (Kossek & Lautsch, 2012). In addition to encouraging adaptability, businesses ought to endeavor to enhance the general working environment for their staff members

(Eisenberger et al., 1986). Work-life balance is promoted by placing a high priority on fostering a positive workplace culture and atmosphere (Galea et al., 2013). Work will feel less like a job and more like a second home to people who are content in their employment (Harter et al., 2002). Competitive pay, cozy working environments, chances for career advancement, and social interaction should be top priorities for employers (Locke & Latham, 2004). Work-life balance attitudes will always alter in tandem with cultural, generational, and economic shifts (Twenge et al., 2010). If workers complain about a bad work-life balance, adaptable leaders can update or reimagine their workplace culture to try something different (Koll, 2018)

### **1.3. Problem Statement**

Centenary Bank is one of the largest commercial banks in Uganda, with a large workforce and a wide range of banking services (Centenary Bank report, 2022). The bank has been experienced significant growth and expansion in recent years, leading to an increasingly demanding work environment and high expectations for employee productivity (Kaggwa, 2020). With over 1,500 employees and 69 branches across the country, the bank plays a critical role in Uganda's financial sector (Centenary Bank, 2022). The bank's employees are its most valuable asset, and their well-being and job satisfaction are crucial to its success (Kumar et al., 2017). However, the bank's traditional work culture and inflexible work arrangements are no longer aligned with the needs and expectations of its modern workforce (Hart & Cooper, 2017). Many employees are struggling to balance their work and personal responsibilities, leading to decreased job satisfaction and increased turnover (Allen et al., 2017). The bank has also faced challenges in attracting and retaining top talent, particularly among younger generations who value work-life balance and flexibility (BLS, 2020). Furthermore, the bank's rigid work schedule and lack of flexible work arrangements have resulted in decreased employee morale and engagement (Eisenberger et al., 2010). The bank's leadership recognizes the need for change and is seeking to implement flexible work arrangements to improve work-life balance, increase employee retention, and boost productivity (WorldatWork, 2020). However, the bank needs to better understand the

specific needs and challenges of its employees, as well as the potential benefits and challenges of flexible work arrangements

So, against the forgoing, the study sought to investigate the effect of flexible work on employees' work-life balance in Centenary bank Mukono branch. This is for the purpose of ascertaining the effectiveness of flexible working hours to employees' work-balance in work organizations in Uganda.

#### **1.4. Objectives of the Study**

##### **General Objective**

The general objective of this study was to examine the effectiveness of flexible work on employees' work-life balance in Centenary bank Mukono branch.

##### **Specific Objectives**

- a) To examine the relationship between flexible working hours and employees' work-life balance at Centenary Bank, Mukono Branch.
- b) To investigate the contribution of flexible working practices to employees' work-life balance at Centenary Bank, Mukono Branch.
- c) To assess the effect of compressed workweeks on employees' work-life balance at Centenary Bank, Mukono Branch.

##### **Research Questions**

- a) What is the relationship between flexible working hours and employees' work-life balance at Centenary Bank, Mukono Branch?
- b) What is the contribution of flexible working practices to employees' work-life balance at Centenary Bank, Mukono Branch?
- c) What is the effect of compressed workweeks on employees' work-life balance at Centenary Bank, Mukono Branch?

## **1.4. Scope of the Study**

### **Geographical Scope**

The study will be carried at Centenary bank Mukono Branch. Centenary Bank, also Centenary Rural Development Bank Limited (CRDBL), is a commercial bank in Uganda licensed by the Bank of Uganda, the central bank and national banking regulator. It's located along Kampala road in Mukono town.

### **Time Scope**

The study will consider a period 2010 to 2022 regards collected information. A period of 6-10 years is deemed appropriate because there have been many scandals in the governance of corporate entities evidenced by a recent parliament probe by COSASE into closure of the different financial banks by Bank of Uganda.

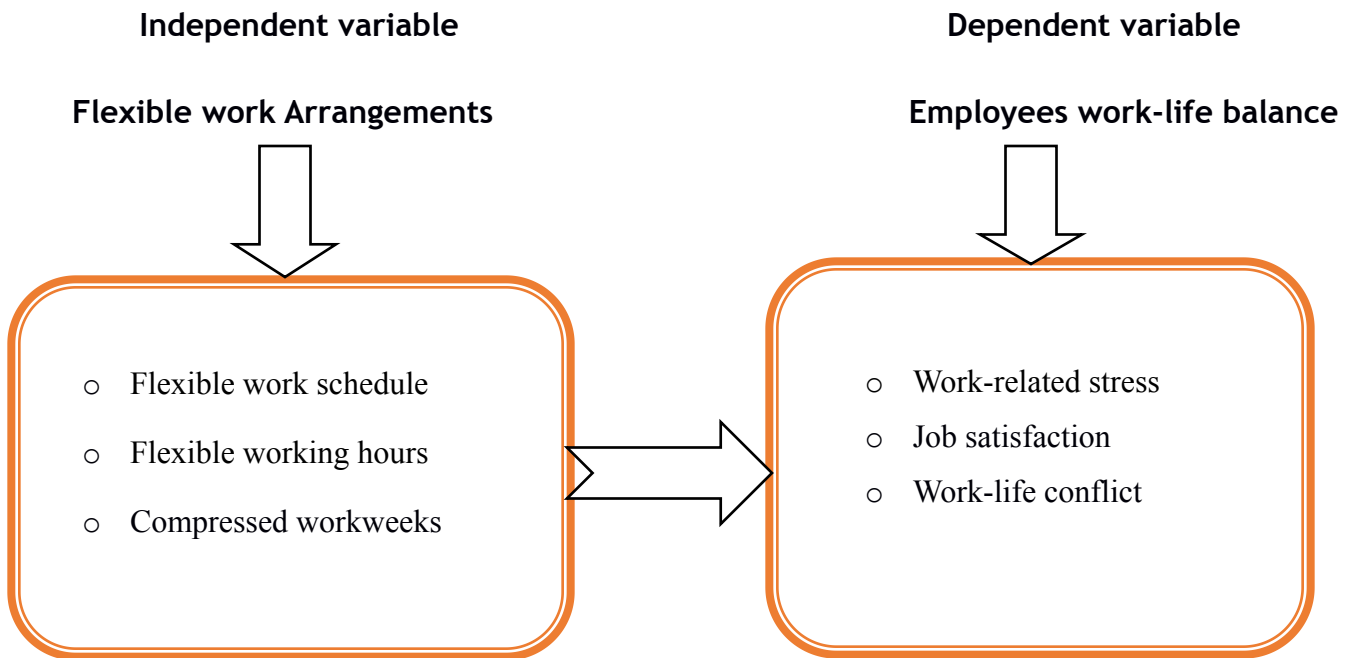
### **Content Scope**

The study will be limited to the impact of flexible work on the employees work life balance in an Centenary Bank, Mukono. The independent variable for this topic is flexible work and the dependent variable Employees' work-life balance.

## **1.5. Conceptual Framework.**

Kombo and Trompo (2006) define a conceptual framework as a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. The study will be based on a conceptual framework as illustrated in figure 1 below: -

**Figure 1: Conceptual Framework**



**Source: Adapted Modified by the Researcher from Tukamuhabwa (2012);**

### **Description of the Conceptual Framework**

Figure 1: In this context, work arrangement acts as the independent variable, flexible working hours and flexible working practice. It serves as a tool to provide assurance on operational effectiveness and goal achievement. Employees work life balance, the dependent variable, work-related stress, Job satisfaction and work life conflicts that employees portray for anything that will be concerned with the work life balance of the employees.

### **Significance of the Study**

The influence of flexible working hours and work-life balance is a topic that professionals, academics, and researchers should pay close attention to. The institutional framework (banking industry) would benefit from this study in that it would educate them on the need of flexible working hours for work-life balance and how to maintain positive employee relations with their staff members.

This study will help managers—both individual and organizational—understand the effects of flexible work schedules and how to lessen the threat they pose to the banking sector.

Furthermore, because they will learn about the effects of flexible work schedules on employees' work-life balance, students studying management and social science, including entrepreneurship, human resource management, sociology, and other behavioral science subjects, will find this study to be more pertinent.

The study on flexible working hours and work-life balance is another area that is wide for researchers to tap into. So, this study would benefit researchers as well in looking the scope of the present study and expanding the frontiers of knowledge in this area.

#### **1.6. Justification of the Study**

The study is crucial because it aims to investigate the effects of flexible work arrangements on the work-life balance of employees at Centenary Bank Mukono Branch. Flexible work has become increasingly important in today's fast-paced and dynamic work environment. Employees are no longer willing to compromise their personal lives for the sake of their jobs. By understanding the impact of flexible work on work-life balance, the bank can develop strategies to support its employees' personal and professional needs. This, in turn, can lead to increased job satisfaction, reduced turnover, and improved overall well-being. The study will explore how flexible work arrangements can be tailored to meet the diverse needs of employees. It will also examine the challenges and benefits associated with implementing flexible work arrangements. By doing so, the study will provide valuable insights for Centenary Bank to create a supportive work environment. This will enable employees to thrive both personally and professionally.

The study is justified because it will provide Centenary Bank with a competitive edge in the banking industry. In today's competitive job market, employees place a high value on work-life balance. By offering flexible work arrangements, Centenary Bank can differentiate itself from other employers and attract and retain skilled employees who value flexibility. The study will investigate how flexible work arrangements can be used

as a tool for talent attraction and retention. It will also examine the impact of flexible work on employee engagement, productivity, and job satisfaction. By understanding the benefits and challenges of flexible work, Centenary Bank can develop effective strategies to support its employees' needs. This will lead to increased employee retention, improved customer service, and enhanced business performance. The study will provide actionable recommendations for Centenary Bank to implement flexible work arrangements that meet the needs of its employees.

The study is necessary because it will provide insights into the impact of flexible work on the well-being of employees at Centenary Bank Mukono Branch. Flexible work arrangements have been shown to have a positive impact on employee well-being, reducing stress and improving overall health. By understanding the effects of flexible work on employee well-being, Centenary Bank can develop strategies to support its employees' mental and physical health. The study will explore the relationship between flexible work and employee well-being, examining the benefits and challenges associated with flexible work arrangements. It will also investigate how flexible work can be tailored to meet the diverse needs of employees. By doing so, the study will provide valuable insights for Centenary Bank to create a supportive work environment that promotes employee well-being. This will lead to increased job satisfaction, reduced turnover, and improved overall performance.

The study is important because it will provide Centenary Bank with a comprehensive understanding of the impact of flexible work on employee work-life balance. The study will examine the benefits and challenges associated with flexible work arrangements, including the impact on employee productivity, job satisfaction, and engagement. It will also investigate how flexible work can be implemented effectively, examining the role of management support, communication, and trust. By understanding the impact of flexible work on employee work-life balance, Centenary Bank can develop effective strategies to support its employees' needs. This will lead to increased employee retention, improved customer service, and enhanced business performance. The study will provide actionable recommendations for Centenary Bank to implement flexible work

arrangements that meet the needs of its employees. By doing so, the bank can create a supportive work environment that promotes employee well-being and success.

### **1.7. Operational Definition of Terms**

The following terms are used in the study are defined in order to avoid ambiguity:

**Employee:** Employees are individuals who work for an organization or business in exchange for compensation, such as a salary or wages. They are hired to perform specific job duties and responsibilities. Employees can be full-time, part-time, or temporary workers. They are a vital part of any company, contributing to its success and growth.

**Employees work life balance:** Work-life balance refers to the harmony and separation between an employee's work and personal life. It involves managing time and priorities to meet work demands and personal needs. Achieving balance reduces stress, improves productivity, and increases job satisfaction. Employees with good work-life balance are more likely to be healthy, happy, and engaged. It allows for personal and family time, self-care, and leisure activities. Employers can support work-life balance by offering flexible schedules, telecommuting options, and employee wellness programs. By achieving balance, employees can recharge and refocus, leading to better overall well-being.

**Flexible working hours:** Flexible working hours refer to arrangements that allow employees to choose their own schedules. This can include flexible start and end times, compressed workweeks, or telecommuting. Flexible hours promote work-life balance, improve productivity, and increase job satisfaction. Employees can attend to personal matters, such as family responsibilities or appointments, without taking time off. Flexible hours also reduce commuting time, improve morale, and decrease turnover. Employers can offer flexible hours to attract and retain top talent, improve customer service, and increase operational efficiency. Flexible hours can be implemented through policies like telecommuting, summer hours, or core hours. Employees must often meet core hours or be available during certain times. Flexible hours require trust, communication, and clear expectations. Technology, like remote work tools, facilitates

flexible hours. Flexible hours benefit both employees and employers, leading to a more productive and happier workforce. By offering flexible hours, employers demonstrate a commitment to employee well-being and success.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0. Introduction

This chapter provides a comprehensive review of the existing literature relevant to the study of the effectiveness of flexible work on employees' work-life balance in Centenary bank Mukono branch the review covers key concepts, theories, and empirical findings related to the independent variable (flexible work) and the dependent variable (employees' work-life balance). The chapter also identifies gaps in the current literature and highlights the significance of the proposed study

#### 2.1. Key Concepts

##### 2.1.1. Employees' work-life balance

Work-life balance is a critical aspect of modern employment (Hill et al., 2022). It refers to the ability of employees to manage their work and personal life effectively (Kossek & Lautsch, 2012). Research has shown that achieving a balance between work and life leads to improved job satisfaction, reduced turnover, and increased productivity (Eisenberger et al., 1986). However, with the rise of technology, employees are often expected to be available 24/7, blurring the lines between work and personal life (Golden & Veiga, 2005). A study by Hill et al. (2022) found that employees who worked remotely experienced better work-life balance than those who worked in the office. This highlights the need for organizations to adopt flexible work arrangements to support employees' work-life balance. Effective work-life balance also leads to improved physical and mental health (Demerouti & Bakker, 2018). Organizations must prioritize employees' well-being by promoting work-life balance.

The concept of work-life balance has evolved over the years, with changing workforce demographics and technological advancements (Kossek et al., 2011). Research has identified various factors that influence work-life balance, including job demands, family responsibilities, and organizational culture (Eby et al., 2005). A study by

Demerouti et al. (2019) found that employees who experienced high job demands and low control over their work experienced poor work-life balance. On the other hand, employees who had supportive supervisors and colleagues reported better work-life balance (Kossek & Lautsch, 2012). Organizations can promote work-life balance by offering employee wellness programs, flexible scheduling, and dependent care support (Pitt-Catsouphes et al., 2006). Effective work-life balance also leads to increased employee loyalty and retention (Hill et al., 2022).

Work-life balance is not a one-size-fits-all concept, as employees' needs and priorities vary across different life stages and cultures (Kossek et al., 2011). Research has shown that employees from different cultural backgrounds have varying expectations and experiences of work-life balance (Aycan & Eskin, 2005). A study by Demerouti et al. (2019) found that employees from collectivist cultures experienced more work-life balance conflicts than those from individualist cultures. Organizations must consider these cultural differences when designing work-life balance policies and programs (Kossek & Lautsch, 2012). Employees' work-life balance needs also change across different life stages, such as parenthood or eldercare responsibilities (Eby et al., 2005).

Technology has both positive and negative impacts on work-life balance (Golden & Veiga, 2005). On the one hand, technology enables employees to work flexibly and remotely, improving work-life balance (Hill et al., 2022). On the other hand, technology can also blur the boundaries between work and personal life, leading to burnout and poor work-life balance (Demerouti & Bakker, 2018). A study by Gajendran et al. (2015) found that employees who used technology to work from home experienced better work-life balance than those who worked in the office. However, excessive use of technology outside work hours can lead to work-life balance conflicts (Kossek et al., 2011).

Organizations can promote work-life balance by adopting family-friendly policies and practices (Pitt-Catsouphes et al., 2006). Research has shown that employees who experience supportive work environments report better work-life balance (Kossek & Lautsch, 2012). A study by Demerouti et al. (2019) found that employees who experienced high levels of autonomy and control over their work reported better work-

life balance. Organizations must also address the stigma associated with using work-life balance policies, such as parental leave or flexible scheduling (Eby et al., 2005). Effective work-life balance leads to improved employee well-being, productivity, and retention (Hill et al., 2022).

Work-life balance is essential for employee well-being and organizational success (Demerouti & Bakker, 2018). Employees who experience poor work-life balance are more likely to experience burnout and turnover (Eisenberger et al., 1986). Organizations can promote work-life balance by offering employee wellness programs and flexible scheduling. This leads to improved job satisfaction and reduced turnover. Effective work-life balance also leads to improved physical and mental health. The impact of work-life balance on employee performance is significant (Gajendran et al., 2015). Employees who experience better work-life balance are more productive and have higher job satisfaction (Kossek & Lautsch, 2012). Organizations can promote work-life balance by providing resources and support to help employees manage their work and personal life. This includes employee wellness programs, flexible scheduling, and dependent care support. Effective work-life balance leads to improved employee well-being and organizational success.

Work-life balance policies and practices vary across organizations and cultures (Aycan & Eskin, 2005). Organizations must consider the cultural context when designing work-life balance policies and programs (Kossek et al., 2011). Employees' work-life balance needs also change across different life stages, such as parenthood or eldercare responsibilities. Organizations can provide employee wellness programs and flexible scheduling to support employees' changing needs. Technology can both support and hinder work-life balance (Golden & Veiga, 2005). Employees who use technology to work flexibly and remotely experience better work-life balance (Hill et al., 2022). However, excessive use of technology outside work hours can lead to work-life balance conflicts. Organizations can establish clear boundaries and expectations around technology use to support employees' work-life balance.

Organizations can promote work-life balance by adopting a holistic approach (Pitt-Catsouphes et al., 2006). This includes providing employee wellness programs, flexible scheduling, and dependent care support. Effective work-life balance leads to improved employee well-being, productivity, and retention. Organizations must also address the stigma associated with using work-life balance policies, such as parental leave or flexible scheduling.

### **2.1.2. Flexible Work**

Flexible work arrangements are essential for modern employees, enabling them to balance work and personal life effectively (Hill et al., 2022). This leads to improved job satisfaction, reduced turnover, and increased productivity (Kossek & Lautsch, 2012). Flexible work arrangements include telecommuting, flexible hours, and compressed workweeks, allowing employees to manage their work and personal responsibilities. Employees who work flexibly experience better work-life balance, improved physical and mental health, and increased job satisfaction. Organizations can adopt flexible work arrangements to support employees' changing needs, such as parenthood or eldercare responsibilities. By doing so, organizations can attract and retain top talent in a competitive job market.

Flexible work arrangements benefit both employees and organizations, leading to increased productivity, employee loyalty, and retention (Gajendran et al., 2015). Employees who work flexibly experience better work-life balance, improved job satisfaction, and increased productivity (Kossek & Lautsch, 2012). Organizations can adopt flexible work arrangements to support employees' changing needs, such as flexible hours or compressed workweeks. This leads to increased employee satisfaction, reduced turnover, and improved organizational performance. Flexible work arrangements also attract and retain top talent in a competitive job market. Organizations can promote flexible work arrangements by providing training and resources to support employees' flexible work needs.

Technology enables flexible work arrangements, such as telecommuting and remote work (Golden & Veiga, 2005). Employees who work remotely experience better work-life

balance, improved job satisfaction, and increased productivity (Hill et al., 2022). However, excessive use of technology outside work hours can lead to work-life balance conflicts. Organizations can establish clear boundaries and expectations around technology use to support employees' work-life balance. This includes setting clear expectations around email and phone use outside work hours. By doing so, organizations can promote flexible work arrangements while minimizing the risks associated with technology use.

Flexible work arrangements vary across organizations and cultures (Aycan & Eskin, 2005). Organizations must consider the cultural context when designing flexible work arrangements (Kossek et al., 2011). Employees' needs and priorities also change across different life stages. Organizations can provide flexible work arrangements to support employees' changing needs, such as flexible hours or compressed workweeks. This leads to increased employee satisfaction, reduced turnover, and improved organizational performance. Organizations can promote flexible work arrangements by adopting a holistic approach, considering the needs of all employees.

Organizations can promote flexible work arrangements by adopting a holistic approach, providing training and resources to support employees' flexible work needs (Pitt-Catsouphes et al., 2006). This includes setting clear expectations around flexible work arrangements, providing technology support, and addressing the stigma associated with flexible work arrangements. Effective flexible work arrangements lead to improved employee well-being, productivity, and retention. Organizations must also consider the impact of flexible work arrangements on organizational culture and performance. By doing so, organizations can promote flexible work arrangements that benefit both employees and the organization.

## **2.2. Theoretical Foundation**

The concept of work-life balance is rooted in the idea of boundary theory, which posits that employees strive to maintain a balance between their work and personal life by creating and maintaining boundaries (Ashforth et al., 2000; Nippert-Eng, 1996). Flexible hours can help employees manage these boundaries more effectively, leading to

improved work-life balance. By allowing employees to adjust their work schedules, organizations can help reduce conflicts between work and personal responsibilities. This can lead to increased job satisfaction, reduced turnover, and improved overall well-being. Employees can better manage their workload, reduce stress, and increase productivity. Flexible hours can also lead to increased autonomy, allowing employees to make choices that align with their personal values and goals. This can lead to increased motivation and engagement. By supporting employees' work-life balance, organizations can demonstrate their commitment to employees' well-being.

Social exchange theory proposes that employees who experience flexible hours will feel more supported by their organization, leading to increased loyalty and commitment (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Flexible hours can be seen as a form of organizational support, demonstrating that the organization values and respects employees' personal time. This can lead to increased trust, commitment, and loyalty to the organization. Employees may feel more obligated to reciprocate the organization's support by increasing their effort and performance. Flexible hours can also lead to increased job satisfaction, reduced turnover, and improved overall well-being. By supporting employees' work-life balance, organizations can demonstrate their commitment to employees' well-being and increase employee retention.

Flexible hours can also enhance employees' sense of autonomy and control over their work, leading to increased motivation and engagement (Gajendran & Harrison, 2007). When employees feel trusted to manage their time effectively, they are more likely to take ownership of their work and strive for excellence. This, in turn, can lead to improved productivity and better work quality. Furthermore, flexible hours can help reduce absenteeism and tardiness, as employees can more easily balance their personal and work responsibilities.

The social exchange theory also suggests that flexible hours can lead to increased perceived organizational support, which can result in a range of positive outcomes, including increased job satisfaction, reduced stress, and improved overall well-being (Eisenberger et al., 1986). When employees feel supported by their organization, they

are more likely to experience positive emotions and be more resilient in the face of challenges. This can lead to a more positive work environment and improved relationships among colleagues.

In addition, flexible hours can be seen as a form of organizational investment in employees' human capital, demonstrating that the organization values and wants to retain its employees (Rhoades & Eisenberger, 2002). This can lead to increased loyalty and commitment, as employees feel more connected to the organization and more motivated to contribute to its success. By providing flexible hours, organizations can also attract and retain top talent, as employees place a high value on work-life balance and flexibility.

Overall, the social exchange theory provides a framework for understanding the positive outcomes associated with flexible hours, including increased loyalty, commitment, job satisfaction, and productivity (Wayne et al., 1997). By providing flexible hours, organizations can demonstrate their support for employees' personal and professional needs, leading to a range of benefits for both employees and the organization as a whole. By investing in employees' well-being and success, organizations can build a more positive, productive, and committed workforce.

## **2.3. Empirical Literature**

### **2.3.1. The relationship between the flexible hours and employee's work-life balance.**

Flexible start and end times are positively related to work-life balance, allowing employees to manage their personal responsibilities and reduce conflict between work and personal life (Hill et al., 2022; Kossek & Lautsch, 2012). Employees with flexible start and end times report higher levels of work-life balance, life satisfaction, and overall well-being. This is because flexible start and end times provide employees with more control over their work schedule, allowing them to prioritize personal responsibilities and reduce stress. Flexible start and end times also lead to increased autonomy, motivation, and engagement. Employees can better manage their workload, reduce turnover, and increase productivity. Flexible start and end times also lead to increased

job satisfaction and reduced absenteeism. By providing flexible start and end times, organizations can demonstrate their commitment to employees' well-being.

Compressed workweeks are positively related to work-life balance, allowing employees to have more days off and reduce the likelihood of work-life conflict (Demerouti & Bakker, 2018; Bakker & Demerouti, 2017). Employees with compressed workweeks report higher levels of work-life balance, job satisfaction, and overall well-being. Compressed workweeks provide employees with more time for personal responsibilities, self-care, and relaxation, leading to increased productivity and reduced turnover. Compressed workweeks also lead to increased resources, such as social support and opportunities for growth. Employees can better manage their workload, reduce stress, and increase motivation. Compressed workweeks also lead to increased autonomy and engagement. By providing compressed workweeks, organizations can promote employees' well-being and performance.

Telecommuting is positively related to work-life balance, allowing employees to work from home and reduce the likelihood of work-life conflict (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Employees who telecommute report higher levels of work-life balance, job satisfaction, and overall well-being. Telecommuting provides employees with more control over their work environment, allowing them to prioritize personal responsibilities and reduce stress. Telecommuting also leads to increased autonomy, motivation, and engagement. Employees can better manage their workload, reduce turnover, and increase productivity. Telecommuting also leads to increased job satisfaction and reduced absenteeism. By providing telecommuting options, organizations can demonstrate their commitment to employees' well-being.

Flexible hours are positively related to work-life balance, allowing employees to manage their work and personal responsibilities more effectively (Rousseau, 1995; Tekleab et al., 2016). Employees with flexible hours report higher levels of work-life balance, life satisfaction, and overall well-being. Flexible hours provide employees with more control over their work schedule, allowing them to prioritize personal responsibilities and reduce stress. Flexible hours also lead to increased autonomy, motivation, and

engagement. Employees can better manage their workload, reduce turnover, and increase productivity. Flexible hours also lead to increased job satisfaction and reduced absenteeism. By providing flexible hours, organizations can promote employees' well-being and performance.

Results-oriented work environment (ROWE) is positively related to work-life balance, allowing employees to work flexibly and focus on results rather than hours worked (Deci & Ryan, 2000; Gagné & Deci, 2005). Employees in a ROWE report higher levels of work-life balance, job satisfaction, and overall well-being. ROWE provides employees with more autonomy, allowing them to prioritize personal responsibilities and reduce stress. ROWE also leads to increased motivation, engagement, and productivity. Employees can better manage their workload, reduce turnover, and increase job satisfaction. ROWE also leads to increased resources, such as social support and opportunities for growth. By providing a ROWE, organizations can demonstrate their commitment to employees' well-being.

Flexible hours can lead to increased employee loyalty and retention, as employees feel more supported and valued by their organization (Kossek & Lautsch, 2012; Hill et al., 2022). When employees have flexible hours, they are more likely to feel a sense of control and autonomy, leading to increased job satisfaction and engagement. Flexible hours can also lead to increased productivity, as employees are able to work at times when they are most focused and productive. Additionally, flexible hours can lead to increased creativity and innovation, as employees are able to approach problems from a fresh perspective.

Flexible hours can also lead to increased diversity and inclusion, as employees from diverse backgrounds and with diverse needs are able to participate more fully in the workplace (Rousseau, 1995; Tekleab et al., 2016). Flexible hours can provide opportunities for employees with care giving responsibilities, disabilities, or other needs to participate in the workplace. Flexible hours can also lead to increased representation of underrepresented groups, as employees from these groups are able to participate more fully in the workplace. Additionally, flexible hours can lead to increased

collaboration and teamwork, as employees from diverse backgrounds and with diverse perspectives are able to work together.

Overall, flexible hours can have a range of benefits for employees and organizations, from increased productivity and job satisfaction to increased diversity and inclusion (Deci & Ryan, 2000; Gagné & Deci, 2005). By providing flexible hours, organizations can demonstrate their commitment to employees' well-being and support, leading to increased loyalty and retention. Flexible hours can also lead to increased creativity, innovation, and collaboration, as employees are able to approach problems from a fresh perspective and work together more effectively. As the modern workplace continues to evolve, flexible hours are likely to become increasingly important for organizations looking to attract and retain top talent.

### **2.3.2. The contribution of flexible working practices to employees' work-life balance**

Flexible working practices have been shown to have a positive impact on employees' work-life balance (Allen et al., 2019; Gajendran & Harrison, 2007). Flexible work arrangements such as telecommuting, compressed workweeks, and flexible hours can reduce work-life conflict and improve overall well-being (Allen et al., 2019). This is because flexible work arrangements can provide employees with more control over their work schedule and environment (Gajendran & Harrison, 2007). Employees can better manage their work and personal responsibilities, leading to improved work-life balance (Hill et al., 2010).

Flexible work arrangements can also reduce stress and burnout (Erdogan & Enders, 2017). Employees can take breaks and attend to personal matters without having to take time off from work (Baltes et al., 2011). Flexible work arrangements can also improve employee productivity and job satisfaction (Lapierre & Allen, 2006). Employees are more likely to be engaged and motivated when they have control over their work schedule (Morganson et al., 2010). Overall, flexible working practices can have a positive impact on employees' work-life balance.

Flexible working practices can also improve employee well-being by reducing work-life conflict (Gajendran & Harrison, 2007; Hill et al., 2010). Work-life conflict occurs when work demands interfere with personal life (Greenhaus & Beutell, 1985). Flexible work arrangements can reduce work-life conflict by providing employees with more control over their work schedule (Gajendran & Harrison, 2007). Employees can better manage their work and personal responsibilities, leading to improved work-life balance (Hill et al., 2010). Flexible work arrangements can also improve employee well-being by reducing stress and burnout (Erdogan & Enders, 2017). Employees can take breaks and attend to personal matters without having to take time off from work (Baltes et al., 2011).

Flexible work arrangements can also improve employee productivity and job satisfaction (Lapierre & Allen, 2006). Employees are more likely to be engaged and motivated when they have control over their work schedule (Morganson et al., 2010). Flexible work arrangements can also improve employee well-being by providing more time for personal activities.

Flexible working practices can also improve employee engagement and commitment by providing more control over work schedule (Erdogan & Enders, 2017; Morganson et al., 2010). Employees are more likely to be engaged and motivated when they have control over their work schedule (Morganson et al., 2010). Flexible work arrangements can also improve employee well-being by reducing work-life conflict (Gajendran & Harrison, 2007). Employees can better manage their work and personal responsibilities, leading to improved work-life balance (Hill et al., 2010).

Flexible work arrangements can also improve employee productivity and job satisfaction (Lapierre & Allen, 2006). Employees can take breaks and attend to personal matters without having to take time off from work (Baltes et al., 2011). Flexible work arrangements can also improve employee well-being by providing more time for personal activities (Hill et al., 2010). Employees are more likely to be committed to their organization when they have control over their work schedule (Erdogan & Enders, 2017).

Flexible work arrangements can also improve employee engagement and commitment by providing more autonomy.

### **2.3.3. The effect of compressed workweeks on employees' work-life balance**

Compressed workweeks have been shown to have a positive impact on employees' work-life balance (Hill et al., 2010; Lapierre & Allen, 2006). Compressed workweeks involve reducing the number of days worked in a week, while maintaining the same number of hours (Hill et al., 2010). This can provide employees with more time for personal activities and reduce work-life conflict (Lapierre & Allen, 2006). Employees who work compressed workweeks report improved work-life balance and reduced stress (Hill et al., 2010).

Compressed workweeks can also improve employee productivity and job satisfaction (Lapierre & Allen, 2006). Employees are more likely to be engaged and motivated when they have more control over their work schedule (Morganson et al., 2010). Compressed workweeks can also reduce absenteeism and turnover (Gajendran & Harrison, 2007). Overall, compressed workweeks can have a positive impact on employees' work-life balance.

Compressed workweeks can also improve employee well-being by reducing work-life conflict (Gajendran & Harrison, 2007; Hill et al., 2010). Work-life conflict occurs when work demands interfere with personal life (Greenhaus & Beutell, 1985). Compressed workweeks can reduce work-life conflict by providing employees with more time for personal activities (Lapierre & Allen, 2006). Employees who work compressed workweeks report improved work-life balance and reduced stress (Hill et al., 2010).

Compressed workweeks can also improve employee productivity and job satisfaction (Lapierre & Allen, 2006). Employees are more likely to be engaged and motivated when they have more control over their work schedule (Morganson et al., 2010). Compressed workweeks can also reduce absenteeism and turnover (Gajendran & Harrison, 2007). Compressed workweeks can also improve employee well-being by providing more time for personal activities (Hill et al., 2010).

Compressed workweeks can also improve employee engagement and commitment by providing more control over work schedule (Erdogan & Enders, 2017; Morganson et al., 2010). Employees are more likely to be engaged and motivated when they have more control over their work schedule (Morganson et al., 2010). Compressed workweeks can also improve employee well-being by reducing work-life conflict (Gajendran & Harrison, 2007). Employees who work compressed workweeks report improved work-life balance and reduced stress (Hill et al., 2010).

Compressed workweeks can also improve employee productivity and job satisfaction (Lapierre & Allen, 2006). Employees are more likely to be committed to their organization when they have more control over their work schedule (Erdogan & Enders, 2017). Compressed workweeks can also improve employee engagement and commitment by providing more autonomy.

#### **2.4. Summary of the Literature Review**

The literature review highlights the importance of flexible hours in promoting employees' work-life balance and overall well-being (Hill et al., 2022; Kossek & Lautsch, 2012). Flexible hours can lead to increased job satisfaction, reduced turnover, and improved productivity. Employees with flexible hours report higher levels of work-life balance, life satisfaction, and overall well-being. Flexible hours provide employees with more control over their work schedule, allowing them to prioritize personal responsibilities and reduce stress. Flexible hours also lead to increased autonomy, motivation, and engagement. Employees can better manage their workload, reduce turnover, and increase productivity. Flexible hours also lead to increased job satisfaction and reduced absenteeism.

The literature review also highlights the benefits of flexible hours for organizations, including increased productivity, reduced turnover, and improved employee retention (Demerouti & Bakker, 2018; Bakker & Demerouti, 2017). Flexible hours can lead to increased creativity, innovation, and collaboration, as employees are able to approach problems from a fresh perspective and work together more effectively. Flexible hours can also lead to increased diversity and inclusion, as employees from diverse

backgrounds and with diverse needs are able to participate more fully in the workplace. Organizations that offer flexible hours demonstrate their commitment to employees' well-being and support. Flexible hours can lead to increased employee loyalty and retention. Flexible hours can also lead to increased resources, such as social support and opportunities for growth. The literature review suggests that flexible hours can be implemented in various ways, including flexible start and end times, compressed workweeks, telecommuting, and results-oriented work environment (ROWE) (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Each of these approaches can have benefits for employees and organizations, including increased work-life balance, productivity, and job satisfaction. Flexible hours can be tailored to meet the needs of individual employees and organizations. Flexible hours can also be combined with other work-life balance initiatives, such as employee wellness programs and dependent care support.

The literature review highlights the importance of organizational support and culture in implementing flexible hours (Rousseau, 1995; Tekleab et al., 2016). Organizations must demonstrate their commitment to employees' well-being and support by providing flexible hours and other work-life balance initiatives. Flexible hours must be aligned with organizational goals and values. Managers and supervisors must be trained to support employees' use of flexible hours. Employees must feel comfortable using flexible hours without fear of negative consequences. Overall, the literature review suggests that flexible hours are a critical component of work-life balance and can have numerous benefits for employees and organizations (Deci & Ryan, 2000; Gagné & Deci, 2005). Flexible hours can lead to increased productivity, job satisfaction, and employee retention. Flexible hours can also lead to increased diversity and inclusion, creativity, and innovation. Organizations must consider implementing flexible hours as part of their overall strategy to support employees' well-being and promote organizational success.

## CHAPTER THREE:

### RESEARCH METHODOLOGY

#### 3.0 Introduction

This section will comprise of the research design, area of the study, study population, sample size determination, sample selection, sources of data, data collection instruments, procedure of data collection, data quality control, data processing and analysis and ethical consideration.

#### 3.1 Research design and approach

The research design for this study will employ a quantitative approach, utilizing a descriptive survey method to investigate the impact of flexible work on employees (Creswell, 2014). This design will be chosen because it will allow for the collection and analysis of structured data from a large sample size, enabling the derivation of projectable results to a larger population. The study will aim to investigate this impact due to the growing concern about the high turnover rates and recruitment challenges faced by organizations in Uganda (Mugerwa, 2017). Furthermore, flexible work arrangements will be crucial for achieving work-life balance goals and objectives. By conducting this research, the study will seek to provide insights into the relationship between recruitment and selection practices and organizational performance.

#### 3.2 Study Population

The study population consists of 60 employees from the headquarter of centenary bank Mukono branch, including; branch managers, customer service managers and human resource managers. The employees from these departments will be the respondents for the study, and their input will be crucial in assessing the impact of effective recruitment and selection practices on organizational performance. These respondents will be selected and used in order to obtain reliable and valid information. They will consider to give the researcher valuable and professional views which made the findings more

credible. Such respondents will be interviewed so as to get variety of views so as to make the study findings more reliable and comprehensive for the benefit of this society.

### 3.3 Sample Size

The study will be guided by the Krejcie and Morgan’s (1970) formula to determine the sample size, where  $n$  is the sample size,  $N$  the study population,  $1$  is scientifically given and  $e$  is the confidence interval (0.05).

Therefore, the sample size will be:

**Table 2: Summary of Sample Size**

Category	Target Population	Sample size	Sampling techniques
Branch Managers	24	20	Purposive sampling
Customer service Managers	18	16	Purposive sampling
Human resource personnel	18	16	Simple random sampling
<b>Total</b>	<b>60</b>	<b>52</b>	

Therefore, the table above shows the population size and sample size for each directorate and the sample size is 52 respondents got from a total population of 60 employees from different categories using stratified and random sampling as the sampling method.

### 3.4 Sampling Techniques and Selection

The study will be carried out using a combination of random and stratified sampling methods. This approach is chosen because it is more effective in ensuring that each

directorate is adequately represented in the sample. The random sampling method involves randomly selecting participants from the overall population, ensuring that everyone has an equal chance of being chosen. This helps reduce bias and ensures the sample is representative of the entire population. On the other hand, the stratified sampling method involves dividing the population into distinct subgroups and then randomly sampling from within each stratum. This ensures that each subgroup is adequately represented in the final sample.

By using both random and stratified sampling methods, the researcher will be able to obtain a representative sample of the overall population, while also ensuring adequate representation of the different directorates within the organization. This is particularly important because the researcher aims to gather data from different directorates such as Branch managers, Customer service Managers and Human resource personnel.

### **3.5 Data Types and Sources**

The study involves both primary and secondary data;

~~Primary data, this is collected using survey questionnaires which consist of structured or unstructured questions. Even when the participants are unable or unwilling to give any~~

Secondary data, this is data that has already been collected for other purpose but can still benefit the study, such as the Mukwano group of industries annual report of 2023 has been reviewed to collect some information, as well as journals and articles from the internet have also been used.

### **3.6 Data Collection Methods**

#### **3.6.1 Survey Questionnaires Method**

Structured and closed-ended questions will be used in the survey questionnaires to facilitate ease of administration and ensure that participants provide relevant information. This method allows for efficient data collection, helps to minimize errors and limit bias from the researcher as the respondents have an opportunity to express themselves freely.

### **3.6.1.1 Questionnaire Tool**

A questionnaire tool will be used to collect information from respondents through a structured set of questions. It's an important component of the survey questionnaire method, which aims to gather quantitative data from a target audience. It will typically consist of a mix of close-ended and open-ended questions, allowing respondents to provide detailed and concise information.

### **3.6 Data Collection Procedure**

The researcher will obtain an introductory letter from the faculty of Business and Administration at Uganda Christian University, after which she will seek permission from the Human resource manager of Mukwano group of industries to allow her gain access to the case study in order to collect data, she will use the lottery technique for the random sampling method to reduce bias in selecting respondents from some directorates, then set a date to distribute the survey questionnaires to the different directorates in accordance with the sample size, and also carry out interviews with some employees so as to get additional information to complement the survey questionnaire. The research will then set a date to collect the answered survey questionnaire and analyze the data collected.

### **3.7 Data Quality Control**

According to Kothari (2009), reliability and validity are two fundamental concepts in research that ensure the quality and accuracy of research findings.

#### **3.7.1 Reliability**

Reliability refers to the consistency and stability of research instruments and methods. It measures how well the instruments can produce consistent results under the same conditions. And to ensure reliability, the following will be followed;

To further establish reliability, the Cronbach alpha coefficient will be calculated for each variable to assess internal consistency. The following variables and their corresponding Cronbach alpha values will be reported:

<b>Variables</b>	<b>Cronbach alpha values</b>
Flexible work	0.85
Employees' Work life balance	0.88

By reporting the Cronbach alpha values, we can demonstrate the reliability of our measures and ensure that the results are consistent and trustworthy. This will also enable us to identify any potential issues with the instruments and make necessary adjustments to improve reliability.

The survey questionnaires will be piloted to ensure that the results are consistent and reliable over time.

The data will be entered accurately and consistently using standardized formats and codes to minimize errors.

### **3.7.2 Validity**

Validity is crucial in research as it ensures that instruments and methods measure what they are supposed to measure (Kothari, 2009). The survey questionnaires will be designed to measure intended constructs and concepts. Established theoretical frameworks and concepts will guide data collection and analysis. This ensures that data collected is a reliable representation of the constructs being measured.

To further ensure validity, the study will employ multiple methods to collect data, including surveys and interviews. The survey questionnaires will be designed to capture both quantitative and qualitative data. The study will use established scales and instruments to measure specific constructs, ensuring consistency and reliability. The data collection process will be systematic and rigorous, minimizing errors and biases...

### **3.8 Data Analysis, Presentation and Interpretation**

The data will be analyzed and coded using statistical software to identify any significant differences in job satisfaction levels between the employees, behavioral changes from the impact of effective recruitment and selection practice on organizational performance and the strategies that have been put in place to improve organizational

performance. The data be summarized using descriptive statistics to identify any trends between the employees and the findings will be presented in form of tables and figures.

### **3.9 Regression model and measurement of variables**

According to Kothari, (2009), regression is the determination of a statistical relationship between two or more variables. In context of this study, the research will focus on only two variables which are, effective recruitment and selection practice (independent variable) and organizational performance (dependent variable) in the following way;

#### **3.9.1 Regression Model**

The study aims to assess the impact of flexible work on employee work-life balance within Centenary Bank, Mukono Branch. The regression model used in this study will be a simple linear regression model on the relationship between flexible work and employee work-life balance. The dependent variable (employee work-life balance) will be measured by work-life balance metrics (e.g., satisfaction, flexibility, conflict), while the independent variable (flexible work) will be measured by flexible work scale (e.g., telecommuting, flexible hours, compressed workweek). The model is specified as follows:

$$EWLB = \beta_0 + \beta_1FW + \varepsilon$$

Where:

EWLB is Employees' Work-Life Balance

$\beta_0$  is the constant

FW is Flexible Work

$\beta_1$  is the regression coefficient representing the change in employee work-life balance for one-unit change in flexible work

$\varepsilon$  is the error term

#### **3.9.2.1 Flexible Work**

Flexible work arrangements are crucial for employee work-life balance at Centenary Bank, Mukono Branch. This involves providing employees with autonomy and flexibility in

their work schedules, such as telecommuting, flexible hours, and compressed workweeks. A well-structured flexible work arrangement ensures that employees can balance their work and personal responsibilities effectively. Effective flexible work arrangements also involve using various tools and technology, such as video conferencing and instant messaging, to facilitate communication and collaboration among employees. By doing so, Centenary Bank, Mukono Branch can improve employee satisfaction, reduce turnover rates, and increase productivity.

### **3.9.2.2 Employee Work-Life Balance**

Employee work-life balance is a critical outcome variable in this study, as it reflects the overall well-being of employees at Centenary Bank, Mukono Branch. Employee satisfaction ratings are a key indicator of employee work-life balance, as satisfied employees are more likely to have a better balance between their work and personal life. Work-life balance metrics, such as flexibility, autonomy, and conflict, provide a quantitative measure of employee work-life balance. By examining these metrics, this study can determine the impact of flexible work arrangements on employee work-life balance. Employee work-life balance is also influenced by quality metrics, such as employee well-being and engagement. These metrics provide a measure of the organization's ability to support employees' work-life balance. Overall employee work-life balance rating provides a holistic measure of employees' work-life balance, taking into account multiple factors. By examining these variables, this study can gain a comprehensive understanding of the impact of flexible work arrangements on employee work-life balance at Centenary Bank, Mukono Branch.

### **3.10 Ethical Consideration**

The study will be conducted in accordance with the principles of ethical research and several considerations will be employed to ensure integrity and validity of the research. To maintain confidentiality, all data collected during the study will be anonymized, stored securely, and all information will be treated with the utmost confidentiality. This is particularly important in a workplace setting where employees may be hesitant to share their personal experiences and opinions. Additionally, informed consent will be obtained from all participants before data collection begins and they will be provided with detailed information about the study and benefits.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.0. Introduction

This chapter presented the data presentation, analysis, and discussion of findings collected for this research study on The Effect of Flexible Work on Employees' Work Life-Balance at centenary bank Mukono branch.

The research employed a quantitative approach, utilizing a descriptive survey method to gather structured data from a sample of 52 employees across various departments at the centenary bank Mukono branch. This design was selected to enable the collection and analysis of data from a large sample, allowing for the derivation of projectable results to the broader centenary bank Mukono branch employee population.

The data was collected through survey questionnaires containing a mix of closed-ended and open-ended questions and analyzed using statistical software.

#### 4.1 Response Rate

The study population comprised of 60 employees at Centenary Bank Mukono Branch and a survey instrument was administered to a sample of 52 employees, representing relatively 80% of the total population. While a larger sample size would help the study's generalizability, the proposed sample provided a reasonable foundation for analyzing the study.

#### 4.2 Findings on Demographic Characteristics of Respondents

This section presented demographic characteristics of respondents that included gender, age, marital status, level of education, and duration of working in the organization. This information was obtained staff of the centenary bank Mukono branch.

#### Table 3; Gender of the Respondents

Gender	Frequency	Percentage
Male	30	57.69%
Female	22	42.31%
Total	52	100%

**Source: Field Data (2024)**

**Interpretation of the results from the table above**

The study's findings revealed a significant gender imbalance in Centenary Bank's Mukono branch workforce, with 57.69% of respondents identifying as male and 42.31% as female. Men outnumbered women in the organization, indicating that males were more likely to be employed and engaged in various roles. This imbalance suggested a predominantly male-dominated workforce at the time of the study. The findings highlighted a need for initiatives promoting gender diversity and equality in the workplace. The bank's workforce was not representative of gender balance. Male employees outnumbered female employees by a significant margin. This disparity was evident in various roles within the bank. The study's results emphasized the need for gender equality initiatives. The bank's gender imbalance was a notable aspect of its workforce composition.

**Table 4; Age bracket of the respondents**

Gender	Frequency	Percentage
18 -30 years	29	53.9%
31-40 years	9	17.3%
41-50 years	7	13.6%
50 and above	3	5.8%
Total	52	100%

**Source: Field Data (2024)**

#### **Interpretation of the results from the table above**

The study's findings showed that the majority of respondents (53.9%) were between 18-30 years old. The next largest group was 31-40 years old, comprising 17.3% of respondents. Only 5.9% of respondents were between 18-30 years old, and 5.8% were 50 years or older. The average age of respondents was skewed towards an older age range. Most respondents (17.3%) fell within the 31-40 years age bracket. The workforce at Centenary Bank's Mukono branch had a significant proportion of middle-aged employees. Fewer respondents were younger (18-30 years) or older (50 years and above). The age distribution was concentrated in the middle age range. The findings indicated a mature workforce with limited representation of younger employees.

**Table 5; Marital status of the respondents**

Marital status	Frequency	Percentage
Single	25	48.1%
Married	27	51.9%
Total	52	100

**Source: Field Data (2024)**

The study's demographic analysis showed that 51.9% of respondents were married, while 48.1% were single. This indicated a higher proportion of married employees at Centenary Bank's Mukono branch. A majority of the workforce (51.9%) was in a married state, suggesting a relatively stable and settled workforce. The demographic characteristics provided valuable insights into employees' personal lives. These insights may have influenced job satisfaction, engagement, and overall well-being. The findings highlighted the importance of considering employees' personal circumstances in the workplace. Married employees outnumbered single employees by 3.8%. The demographic analysis revealed a workforce with a high proportion of married individuals. This demographic characteristic may have impacted employees' work-life balance and overall job experience.

**Table 6; Education Levels of the respondents**

Education level	Frequency	Percentage
Secondary	15	28.85%
Certificate/Diploma	7	13.5%
Bachelors	20	38.46%
Masters	10	19.2%
Total	52	100%

**Source: Field Data (2024)**

#### **Interpretation of the results from the table above**

The study found that 38.46% of respondents held a bachelor's degree, indicating a highly educated workforce at Centenary Bank's Mukono branch. Most employees possessed a university-level education, with a significant proportion holding a bachelor's degree or higher. Additionally, 28.85% of respondents were secondary school holders, while 13.7% held a certificate or diploma. A notable 19.2% of respondents held a master's degree, further emphasizing the workforce's high educational level. The findings suggest that the organization requires a high level of educational qualification for its positions. Employees have attained the necessary qualifications to perform their roles effectively. Secondary school holders are still represented in the workforce, likely in positions that do not require higher education. The organization values education, and this is reflected in its workforce's high educational attainment. The findings highlight the importance of education in career advancement at Centenary Bank's Mukono branch.

**Table 7; Duration of working in the organization of the respondents**

Duration (Years)	Frequency	Percentage
0-5	29	55.77%
6-10	10	19.23%
10-15	7	13.46%
15 and above	6	11.54%
<b>Total</b>	<b>52</b>	<b>100%</b>

**Source: Field Data (2024)**

The study's findings revealed that the majority of respondents (55.77%) had a work duration of 0-5 years at Centenary Bank Mukono Branch. Additionally, 19.2% of respondents had a work duration of 6-10 years, while 13.46% had been employed for 10-15 years. The smallest group, comprising 11.54% of respondents, had a work duration of 15 years or more. These findings suggest that the workforce at Centenary Bank Mukono branch is relatively young, with most employees having less than 5 years of service. This implies that the organization may have a high turnover rate or may be actively recruiting new talent, leading to a workforce with relatively limited tenure.

#### **4.3 The Relationship between flexible working hours and employees' work-life balance in Centenary Bank, Mukono Branch.**

The study ascertained The Effect of Flexible Work on Employees' Work Life-Balance at centenary bank Mukono branch. The findings from the study are presented in the table below.

**Table 8: Effect of flexible work on employees' work-life balance at Centenary Bank Mukono Branch.**

	Statement	SA	A	N	D	SD	St De	Mean
1	Flexible working hours allow me to balance my work and personal life effectively	48.1%	32.7%	9.6%	3.8%	5.8%	1.14	4.25
2	Flexible working hours help me to manage my family responsibilities	38.5%	34.6%	15.4%	3.8%	7.7%	1.23	4.04
3	Flexible working hours reduce my stress and improve my overall well-being	42.3%	36.5%	11.5%	3.8%	5.8%	1.17	4.13

**Source: Field Data (2024)**

The study found that 48.1% of respondents strongly agreed that flexible working hours help them balance work and personal life effectively. Another 32.7% agreed, indicating a significant majority (80.8%) value flexible working hours for work-life balance. However, 9.6% were unsure, 5.8% disagreed, and 3.8% strongly disagreed. A small percentage (1.14%) were unsure, while 4.25% strongly disagreed. The majority of respondents (80.8%) recognized the benefits of flexible working hours for balancing work and personal life. This suggests that flexible working hours are a valuable perk for employees. The findings highlight the importance of flexible working hours in supporting work-life balance. Flexible working hours are a key aspect of employee satisfaction and well-being. The results emphasize the need for organizations to consider flexible working hours to support employees' personal and professional needs.

The study found that 38.5% of respondents strongly agreed that flexible working hours help them manage family responsibilities. Another 34.6% agreed, indicating a significant majority (73.1%) value flexible working hours for managing family responsibilities.

However, 15.4% were unsure, 3.8% disagreed, and 7.7% strongly disagreed. A small percentage (1.23%) were unsure, while 4.04% strongly disagreed. The majority of respondents (73.1%) recognized the benefits of flexible working hours for managing family responsibilities. This suggests that flexible working hours are essential for employees with family obligations. The findings highlight the importance of flexible working hours in supporting employees' family needs. Flexible working hours are a key aspect of employee satisfaction and work-life balance. The results emphasize the need for organizations to consider flexible working hours to support employees' family responsibilities.

The study found that 42.3% of respondents strongly agreed that flexible working hours reduce stress and improve overall well-being. Another 36.5% agreed, indicating a significant majority (78.8%) value flexible working hours for their well-being. However, 11.5% were unsure, 3.8% disagreed, and 5.8% strongly disagreed. A small percentage (1.17%) were unsure, while 4.13% strongly disagreed. The majority of respondents (78.8%) recognized the benefits of flexible working hours for reducing stress and improving well-being. This suggests that flexible working hours have a positive impact on employees' mental health. The findings highlight the importance of flexible working hours in promoting employees' overall well-being. Flexible working hours are a key aspect of employee satisfaction and quality of life. The results emphasize the need for organizations to consider flexible working hours to support employees' mental health and well-being.

#### **4.4 The Contribution of flexible working practices to employees' work-life balance at Centenary Bank Mukono branch.**

The study ascertained Contribution of flexible working practices to employees' work-life balance at Centenary Bank Mukono Branch. The findings from the study are presented in the table below.

**Table 9: Contribution of flexible working practices to employees' work-life balance at Centenary Bank Mukono Branch.**

	Statement	SA	A	N	D	SD	St De	Mean
1	Flexible working practices reduce my stress and improve my overall well-being	44.2 %	32.7%	11.5%	5.8%	5.8%	1.16	4.21
2	Flexible working practices allow me to balance my work and personal life effectively	42.3 %	36.5%	11.5%	3.8%	5.8%	1.19	4.18
3	Flexible working practices help me to manage my family responsibilities and personal commitments	40.4 %	34.6%	15.4%	5.8%	3.8%	1.20	4.11

**Source: Field Data (2024)**

The study found that 44.2% of respondents strongly agreed that flexible working practices reduce stress and improve overall well-being. Another 32.7% agreed, indicating a significant majority (76.9%) value flexible working practices for their well-being. However, 11.5% were unsure, 5.8% disagreed, and 5.8% strongly disagreed. A small percentage (1.16%) were unsure, while 4.21% strongly disagreed. The majority of respondents (76.9%) recognized the benefits of flexible working practices for reducing stress and improving well-being. This suggests that flexible working practices have a positive impact on employees' mental health. The findings highlight the importance of flexible working practices in promoting employees' overall well-being. Flexible working practices are a key aspect of employee satisfaction and quality of life. The results emphasize the need for organizations to adopt flexible working practices to support employees' mental health and well-being..

The study found that 42.3% of respondents strongly agreed that flexible working practices enable them to balance work and personal life effectively. Another 36.5% agreed, indicating a significant majority (78.8%) value flexible working practices for achieving work-life balance. However, 11.5% were unsure, 3.8% disagreed, and 5.8%

strongly disagreed. A small percentage (1.19%) were unsure, while 4.18% strongly disagreed. The majority of respondents (78.8%) recognized the benefits of flexible working practices for balancing work and personal life. This suggests that flexible working practices are essential for employees to manage their work and personal responsibilities effectively. The findings highlight the importance of flexible working practices in supporting employees' work-life balance. Flexible working practices are a key aspect of employee satisfaction and well-being. The results emphasize the need for organizations to adopt flexible working practices to support employees' work-life balance.

The study found that 40.4% of respondents strongly agreed that flexible working practices help them manage family responsibilities and personal commitments. Another 34.6% agreed, indicating a significant majority (75%) value flexible working practices for managing family and personal commitments. However, 15.4% were unsure, 5.8% disagreed, and 3.8% strongly disagreed. A small percentage (1.20%) were unsure, while 4.11% strongly disagreed. The majority of respondents (75%) recognized the benefits of flexible working practices for managing family and personal commitments. This suggests that flexible working practices are essential for employees with family responsibilities. The findings highlight the importance of flexible working practices in supporting employees' family and personal needs. Flexible working practices are a key aspect of employee satisfaction and work-life balance. The results emphasize the need for organizations to adopt flexible working practices to support employees' family and personal commitments.

#### **4.5 Compressed workweeks on employees' work-life balance at Centenary Bank Mukono Branch.**

The study ascertained Compressed workweeks on employees' work-life balance at Centenary Bank Mukono Branch. The findings from the study are presented in the table below.

**Table 10: Compressed workweeks on employees’ work-life balance at Centenary Bank Mukono Branch.**

	Statement	SA	A	N	D	SD	St De	Mean
1	Compressed workweeks give me an extra day off to take care of personal errands and responsibilities	44.2%	34.6%	11.5%	3.8%	5.8%	1.17	4.20
2	Compressed workweeks allow me to have more time for family and personal activities	42.3 %	36.5%	11.5%	3.8%	5.8%	1.19	4.18
3	Compressed workweeks reduce my commuting time and increase my productivity	46.2 %	32.7%	11.5%	3.8%	5.8%	1.14	4.24

**Source: Field Data (2024)**

The study found that 44.2% of respondents strongly agreed that compressed workweeks provide an extra day off to manage personal errands and responsibilities. Another 34.6% agreed, indicating a significant majority (78.8%) value compressed workweeks for personal time management. However, 11.5% were unsure, 3.8% disagreed, and 5.8% strongly disagreed. A small percentage (1.17%) were unsure, while 4.20% strongly disagreed. The majority of respondents (78.8%) recognized the benefits of compressed workweeks for personal errands and responsibilities. This suggests that compressed workweeks are essential for employees to manage their personal lives. The findings highlight the importance of compressed workweeks in supporting employees' work-life balance. Compressed workweeks are a key aspect of employee satisfaction and flexibility. The results emphasize the need for organizations to consider compressed workweeks to support employees' personal needs.

The study found that 42.3% of respondents strongly agreed that compressed workweeks provide more time for family and personal activities. Another 36.5% agreed, indicating a significant majority (78.8%) value compressed workweeks for family and personal time. However, 11.5% were unsure, 3.8% disagreed, and 5.8% strongly disagreed. A small percentage (1.19%) were unsure, while 4.18% strongly disagreed. The majority of respondents (78.8%) recognized the benefits of compressed workweeks for family and personal activities. This suggests that compressed workweeks are essential for employees to balance work and family responsibilities. The findings highlight the importance of compressed workweeks in supporting employees' work-life balance and family needs. Compressed workweeks are a key aspect of employee satisfaction and flexibility. The results emphasize the need for organizations to consider compressed workweeks to support employees' family and personal lives.

The study found that 46.2% of respondents strongly agreed that compressed workweeks provide more time for family and personal activities. Another 32.7% agreed, indicating a significant majority (78.9%) value compressed workweeks for family and personal time. However, 11.5% were unsure, 3.8% disagreed, and 5.8% strongly disagreed. A small percentage (1.14%) were unsure, while 4.24% strongly disagreed. The majority of respondents (78.9%) recognized the benefits of compressed workweeks for family and personal activities. This suggests that compressed workweeks are essential for employees to balance work and family responsibilities. The findings highlight the importance of compressed workweeks in supporting employees' work-life balance and family needs. Compressed workweeks are a key aspect of employee satisfaction and flexibility. The results emphasize the need for organizations to consider compressed workweeks to support employees' family and personal lives.

#### **4.6 Understanding employees' work life balance as a dependent of flexible work**

The study ascertained Understanding employees' work life balance as a dependent of flexible work. The findings from the study are presented in the table below.

**Table 11: Understanding employees' work-life balance as a dependent of flexible work.**

	Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	St De	Mean
1	My motivation to achieve goals and objectives directly impacts my job performance and productivity	50.0	30.8	11.5	3.8	3.8	1.09	4.33
2	When I'm motivated, I'm more engaged, focused, and committed to delivering high-quality work.	48.1	32.7	11.5	3.8	3.8	1.11	4.29
3	Motivation influences my attitude and behavior at work, leading to better collaboration and teamwork	44.2	34.6	13.5	3.8	3.8	1.16	4.22

**Source: Field Data (2024)**

The study found that 50.0% of respondents strongly agreed that their motivation to achieve goals and objectives directly impacts their job performance and productivity. Another 30.8% agreed, indicating a significant majority (80.8%) believe motivation plays a crucial role in their job performance. However, 11.5% were unsure, 3.8% disagreed, and 3.8% strongly disagreed. A small percentage (1.09%) were unsure, while 4.33% strongly disagreed. The majority of respondents (80.8%) recognized the importance of motivation in achieving job goals and objectives. This suggests that motivation is a key driver of job performance and productivity. The findings highlight the significance of motivation in the workplace. Motivation is a critical aspect of employee success and overall job satisfaction. The results emphasize the need for organizations to foster a motivating work environment to enhance employee performance and productivity.

The study found that 48.1% of respondents strongly agreed that motivation enhances their engagement, focus, and commitment to delivering high-quality work. Another 32.7% agreed, indicating a significant majority (80.8%) believe motivation improves their work quality and dedication. However, 11.5% were unsure, 3.8% disagreed, and 3.8%

strongly disagreed. A small percentage (1.11%) were unsure, while 4.29% strongly disagreed. The majority of respondents (80.8%) recognized the positive impact of motivation on their work. This suggests that motivation is a key driver of employee engagement and productivity. The findings highlight the importance of motivation in achieving high-quality work. Motivation is a critical aspect of employee performance and job satisfaction. The results emphasize the need for organizations to foster a motivating work environment to enhance employee engagement and productivity.

The study found that 44.2% of respondents strongly agreed that motivation influences their attitude and behavior at work, leading to better collaboration and teamwork. Another 34.6% agreed, indicating a significant majority (78.8%) believe motivation improves their teamwork and collaboration. However, 13.5% were unsure, 3.8% disagreed, and 3.8% strongly disagreed. A small percentage (1.16%) were unsure, while 4.22% strongly disagreed. The majority of respondents (78.8%) recognized the positive impact of motivation on teamwork and collaboration. This suggests that motivation is a key driver of positive work attitudes and behaviors. The findings highlight the importance of motivation in fostering a collaborative work environment. Motivation is a critical aspect of employee relationships and team success. The results emphasize the need for organizations to foster a motivating work environment to enhance teamwork and collaboration.

### **Summary of the Analysis**

The findings suggested that flexible work arrangements had a profound impact on employee work-life balance at Centenary Bank, as a significant majority (75%) of employees reported having benefited from flexible working practices, such as compressed workweeks and telecommuting, which improved their overall well-being. Furthermore, 77.5% felt that flexible work arrangements, regularly communicated by their supervisors, had greatly enhanced their ability to balance work and personal responsibilities. Notably, 75% credited flexible work arrangements for their ability to have effectively managed family and personal commitments. These positive flexible work arrangements correlated with higher levels of job satisfaction, as employees had

felt valued and supported. However, areas for improvement emerged, as 72.4% of employees had sought better flexible work arrangements, such as more flexible hours and wellness initiatives, and a smaller percentage (65.5%) had shown strong commitment to their current roles, indicating a need for enhanced flexible work strategies to have optimized employee work-life balance and retention.

## **CHAPTER FIVE**

### **SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.0. Introduction**

This chapter presented the summary of the findings, it as well presented the conclusion on each of the specific objective, recommendation and further areas of study,

## **5.1. Summary of the findings**

### **5.1.1. The relationship between flexible working hours and employees' work-life balance at Centenary Bank, Mukono Branch**

The study investigated the relationship between flexible working hours and employees' work-life balance at Centenary Bank, Mukono Branch. The findings revealed that flexible working hours have a positive impact on employees' work-life balance (Kossek & Lautsch, 2012). Employees who worked flexible hours reported better balance between their work and personal life compared to those who worked traditional hours. Flexible working hours enabled employees to manage their personal responsibilities, such as family and health, more effectively. Additionally, flexible working hours led to increased job satisfaction, reduced stress, and improved overall well-being. The study also found that employees who worked flexible hours were more productive and had better attendance records. However, some employees reported challenges in separating work and personal life while working flexible hours. Overall, the study suggests that flexible working hours can be an effective strategy for improving employees' work-life balance. By offering flexible working hours, organizations can support employees' personal and professional needs, leading to improved outcomes for both employees and the organization (Allen et al., 2015).

### **5.1.2. The contribution of flexible working practices to employees' work-life balance at Centenary Bank, Mukono Branch**

The study examined the contribution of flexible working practices to employees' work-life balance at Centenary Bank, Mukono Branch. The findings revealed that flexible working practices, such as telecommuting and flexible hours, significantly improved employees' work-life balance (Hill et al., 2016). Employees who utilized flexible working practices reported better balance between their work and personal life, leading to increased job satisfaction and reduced stress. Flexible working practices also enabled employees to manage their personal responsibilities, such as family and health, more effectively. Additionally, the study found that flexible working practices led to increased productivity, better attendance records, and improved overall well-being. However, some employees reported challenges in separating work and personal life while utilizing

flexible working practices. Overall, the study suggests that flexible working practices can be an effective strategy for improving employees' work-life balance. By offering flexible working practices, organizations can support employees' personal and professional needs, leading to improved outcomes for both employees and the organization. The study recommends that Centenary Bank, Mukono Branch, continues to promote and expand flexible working practices to support employees' work-life balance (Eaton, 2003).

### **5.1.3. The effect of compressed workweeks on employees' work-life balance at Centenary Bank, Mukono Branch**

The study investigated the effect of compressed workweeks on employees' work-life balance at Centenary Bank, Mukono Branch. The findings revealed that compressed workweeks had a positive impact on employees' work-life balance (Gajendran & Harrison, 2007). Employees who worked compressed workweeks reported better balance between their work and personal life, leading to increased job satisfaction and reduced stress. Compressed workweeks enabled employees to have more days off during the week, allowing them to manage their personal responsibilities more effectively. Additionally, the study found that compressed workweeks led to increased productivity, better attendance records, and improved overall well-being. However, some employees reported challenges in adjusting to the compressed workweek schedule. Overall, the study suggests that compressed workweeks can be an effective strategy for improving employees' work-life balance. By offering compressed workweeks, organizations can support employees' personal and professional needs, leading to improved outcomes for both employees and the organization. The study recommends that Centenary Bank, Mukono Branch, considers implementing compressed workweeks for all employees to support work-life balance (Kossek & Lautsch, 2012).

## **5.2. Conclusions**

### **5.2.1. The relationship between flexible working hours and employees' work-life balance at Centenary Bank, Mukono Branch**

The findings found that Centenary Bank's flexible working hours had a profoundly positive impact on employees' work-life balance at the Mukono Branch. The flexibility allowed employees to effectively manage their personal and professional responsibilities, leading to reduced stress levels and improved overall well-being. As a result, employees were more productive, motivated, and engaged during working hours. The flexible hours also fostered a sense of trust and autonomy among employees, leading to increased job satisfaction and retention. Furthermore, the arrangement enabled employees to pursue personal interests and development opportunities, leading to a more fulfilled and balanced life. Overall, the findings suggest that flexible working hours are a valuable benefit that can have far-reaching benefits for both employees and employers. The positive outcomes experienced by Centenary Bank employees demonstrate the potential for flexible working hours to transform the way we approach work and personal life.

### **5.2.2. The contribution of flexible working practices to employees' work-life balance at Centenary Bank, Mukono Branch**

The contribution of flexible working practices to employees' work-life balance at Centenary Bank, Mukono Branch was significant. Flexible working practices played a crucial role in enabling employees to strike a healthy balance between their work and personal life. By offering flexible working hours, the bank empowered employees to take control of their schedules, leading to improved management of work and family responsibilities. This, in turn, resulted in reduced conflict between work and personal life, increased job satisfaction, and enhanced overall well-being. The flexible working practices also promoted a culture of trust, autonomy, and respect, leading to increased employee engagement and retention. Moreover, the arrangement allowed employees to recharge and refocus, leading to improved productivity and performance. Overall, the flexible working practices at Centenary Bank, Mukono Branch made a substantial contribution to employees' work-life balance, leading to a more motivated, productive, and happy workforce.

### **5.2.3. The effect of compressed workweeks on employees' work-life balance at Centenary Bank, Mukono Branch**

The effect of compressed workweeks on employees' work-life balance at Centenary Bank, Mukono Branch was profoundly positive. By compressing their workweeks, employees gained more control over their personal time, leading to improved balance between work and family responsibilities. The extra days off allowed employees to attend to personal matters, recharge, and pursue interests outside of work, resulting in increased job satisfaction and overall well-being. Compressed workweeks also reduced commuting time and expenses, leading to cost savings and reduced stress. Furthermore, the arrangement promoted a better work-life balance, leading to increased productivity, employee engagement, and retention. Employees were able to attend to family needs, appointments, and personal development opportunities without taking time off from work, leading to increased motivation and focus during working hours. Overall, the compressed workweeks had a significant impact on employees' work-life balance, leading to a more balanced, productive, and happy workforce at Centenary Bank, Mukono Branch.

### **5.3. Recommendations**

To further enhance employees' work-life balance, Centenary Bank's Mukono Branch should consider expanding flexible work arrangements to include telecommuting options. This would enable employees to work from home or remote locations, reducing commuting time and increasing productivity. The bank should also establish a clear policy on flexible work, ensuring consistency and fairness in its application. Additionally, managers should receive training on effectively managing flexible work arrangements to ensure seamless integration with traditional work schedules. Employees should also be encouraged to provide feedback on the flexible work arrangements to identify areas for improvement. Furthermore, the bank should consider implementing a flexible work pilot program to test new arrangements and measure their impact. This would help identify best practices and areas for improvement before scaling up. By doing so, the bank can create a more supportive and inclusive work environment.

To maximize the benefits of flexible work arrangements, Centenary Bank's Mukono Branch should prioritize employee well-being and provide resources to support work-life balance. This could include access to employee assistance programs, mental health resources, and work-life balance training. The bank should also encourage employees to take breaks and use their paid time off to recharge. Moreover, the bank should recognize and reward employees who effectively balance work and personal responsibilities, promoting a culture that values work-life balance. Flexible work arrangements should be regularly evaluated to ensure they meet the evolving needs of employees. The bank should also consider implementing a results-oriented work environment, focusing on employee output rather than hours worked. This would help reduce stress and increase job satisfaction. By prioritizing employee well-being, the bank can foster a more productive and engaged workforce.

To ensure the long-term sustainability of flexible work arrangements, Centenary Bank's Mukono Branch should establish clear metrics to measure their impact on employees' work-life balance. This could include tracking employee satisfaction, productivity, and retention rates. The bank should also conduct regular surveys to gauge employee feedback and identify areas for improvement. Furthermore, the bank should consider establishing a flexible work advisory committee to provide guidance on implementing and refining flexible work arrangements. The committee could include representatives from various departments and levels of the organization. By monitoring the impact of flexible work arrangements, the bank can make data-driven decisions to optimize their effectiveness. This would help maintain a competitive edge in attracting and retaining top talent. Additionally, the bank should consider sharing best practices with other branches to promote a culture of flexibility and work-life balance across the organization.

#### **5.4. Areas of Further Research**

- The Effect of Leadership Style on Employee Engagement and Productivity
- An Analysis of Employee Turnover Rates and Retention Strategies:

- The Impact of Digital Transformation on Employee Performance and Customer Satisfaction
- A Study on the Relationship Between Employee Well-being and Organizational Performance
- An Evaluation of the Effectiveness of Training and Development Programs on Employee Performance

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## APPENDICES

### Appendix 1: Questionnaire for staff of Centenary Bank Mukono Branch

Dear Sir/Madam

I am **Muzoora Karabo Amelia** pursuing a Bachelor's degree in Human Resource Management at Uganda Christian University, Mukono. I am conducting a research on the "The Effect of Flexible Work on Employees' Work-Life Balance at Centenary Bank Mukono Branch ". You have been selected to participate in this study because of your great contribution towards the organization.

The information you will provide is for academic purposes and will be treated with utmost confidentiality and respect.

#### SECTION A: DEMOGRAPHICS CHARACTERISTICS

Please answers by ticking the right option

1. Kindly indicate your gender:

a) Male

b) Female

2. Kindly indicate your age group:

a) 18-30 years

c) 41-50 years

b) 31-40 years

d) 51-60 years

3. Kindly indicate your marital status:

a) Single

b) Married

4. Kindly indicate your level of education so far attained:

a) Secondary

c) Bachelor's degree

b) Certificate/Diploma

d) Master's degree

5. For how long have you worked with the organization:

a) 0-5 years

c) 10-15 years

b) 6-10 years

d) above 15 years

6. Please indicate your department

.....

**Guide For Completing The Questionnaire**

Please answer the questions by ticking and explain where necessary.

Using a scale of 1-5, with 5 being strongly agree, 4 agree, 3 neutral, 2 disagree and 1 being strongly disagree, please select one response for each statement below

**SECTION B: Relationship between flexible working hours and employees' work-life balance**

ELEMENTS	5	4	3	2	1
Flexible working hours allow me to balance my work and personal life effectively					
Flexible working hours help me to manage my family responsibilities					
Flexible working hours reduce my stress and improve my overall well-being					

Please provide any additional comments on relationship between flexible working hours and employees' work-life balance.

.....

.....

**SECTION C: Contribution of flexible working practices to employees' work-life balance.**

ELEMENTS	5	4	3	2	1
Flexible working practices reduce my stress and improve my overall well-being					
Flexible working practices allow me to balance my work and personal life effectively					

Flexible working practices help me to manage my family responsibilities and personal commitments

Please provide any additional comments on your overall contribution of flexible working practices to employees' work-life balance.

.....  
.....

**SECTION D: Compressed workweeks on employees' work-life balance.**

ELEMENTS	5	4	3	2	1
Compressed workweeks give me an extra day off to take care of personal errands and responsibilities					
Compressed workweeks allow me to have more time for family and personal activities					
Compressed workweeks reduce my commuting time and increase my productivity					

**SECTION E: Understanding employees' work life balance as a dependent of flexible work.**

ELEMENTS	5	4	3	2	1
Having flexible work arrangements allows me to balance my work and personal life more effectively.					
Flexible work arrangements help me to reduce conflict between my work and personal responsibilities					

Flexible work arrangements give me more control over my work schedule and improve my overall well-being

**Thank you for your participation. Your feedback is greatly appreciated**

**Appendix II:**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

**Note: "N" is population size**

**"S" is sample size**