

Effects of Flexible Working Arrangements on Employee Retention in Non-Governmental Organizations (NGOs) in North Rift, Kenya

Susan Chemei, Phyllis Osodo, PhD & Francis Anyira, PhD

ISSN: 2616-8421

Effects of Flexible Working Arrangements on Employee Retention in Non-Governmental Organizations (NGOs) in North Rift, Kenya

^{*1}Susan Chemei, ²Phyllis Osodo, PhD & ³Francis Anyira, PhD

¹Master's Student, The Catholic University of Eastern Africa

^{2,3}Senior Lecturer, The Catholic University of Eastern Africa

*Email of corresponding author: jjerubet2009@gmail.com

How to cite this article: Chemei, S., Osodo, P. & Anyira, F. (2025). Effects of Flexible Working Arrangements on Employee Retention in Non-Governmental Organizations (NGOs) in North Rift, Kenya. *Journal of Human Resource & Leadership*, Vol 9(1) pp. 1-14. <https://doi.org/10.53819/81018102t4311>

Abstract

Globally, organizations encounter significant challenges in implementing flexible work arrangements, which can lead to employee burnout, dissatisfaction, and decreased productivity. To address these issues, organizations must develop effective strategies to retain their workforce. Flexible work options have gained importance in the context of digital innovation, as they are essential for maintaining employee performance. This study specifically investigated the influence of flexible working arrangements on employee retention within non-governmental organizations in North Rift, Kenya. The research focused on constructs such as flexi-time and job sharing, grounded in spillover theory. Utilizing a descriptive survey design, the study targeted a population of 1,435 individuals and employed stratified and random sampling techniques. A sample size of 313 respondents was determined using Yamane's formula, with data collected through questionnaires. Reliability was assessed using Cronbach's Alpha, achieving a threshold of 0.7, while validity was ensured through content analysis and expert judgment. Data analysis involved both descriptive and inferential statistics using SPSS software, with results presented in tables. The findings revealed a strong positive correlation between flexible work arrangements and employee retention (t -statistic=5.865, p -value=0.000<0.05). The study recommends that NGOs adopt flexible work policies to enhance employee retention.

Keywords: *Work-life balance, Flexible working arrangements, Employee retention, NGOs*

1.0 Introduction

Retaining employees involves taking actions to encourage workers to continue working for the same organization over an extended period of time. These actions are referred to as employee retention strategies (Marchington & Wilkinson, 2018). Employee retention strategy is a set of rules and programs designed to ensure that a business continues to have access to the talents for which it is responsible (Armstrong, 2017). As a direct consequence of this, retention programs guarantee an unwavering commitment on the part of workers to the firm. The goal of employee retention is to prevent the loss of personnel, which has a negative influence on the productive capacity of the organization (Samuel & Chipunza 2019).

Flexible working hours include job-related schedules that ensure that the concerned staff can have a work-life balance (Deloitte, 2023). This comes in handy when the staff is allocated time off and annual leaves for their mental and physical health purposes. According to (Davidescu et al., 2020), staff values considerate working timelines such that they allow various breaks to attend to other matters like meals, resting, and social interactions. It is a paramount aspect when staff can work in an institution that is cognizant of the fact that there is more to life than just working (Weideman & Hofmeyr, 2020). Therefore, having the ability to perform the required tasks the staff should operate in a less rigid structure that allows job sharing, remote working, part-time plans, work shifts, and compressed tasks (Deloitte, 2023). All these avenues have a sole purpose of improving the employee's retention.

A 2020 report by the National Council of NGOs indicated that employee retention was a mere 26%, signaling a serious challenge. This low figure underscores the challenges NGOs face in retaining talent and the need for effective work-life balance practices. While work-life balance strategies have been widely adopted to improve employee well-being and performance, NGOs struggle to understand which practices effectively enhance retention (Aswa, 2022). This study interrogated flexible work arrangements and employee retention among non-governmental organizations in North Rift, Kenya.

2.0 Literature Review

2.1 Theoretical Literature Review

2.1.1 Spill-Over

Spillover theory, introduced by Piotrkowski in 1979 (Piotrkowski & Rapoport, 1987), explores how experiences in one area of life affect other areas, particularly focusing on how work and personal life interact. This theory, also called the spillover effect, provides a useful framework for understanding how changes in work and non-work domains, especially in the context of flexible work arrangements, can influence each other. According to Shi and Wang (2022), spillover theory explains how attitudes, behaviors, and experiences in one domain can spill over into other areas. The theory suggests that the impact of an event or action can extend beyond its immediate context. Okemwa (2022) notes that spillover occurs across work duties, social obligations, and personal needs, with outcomes that may be positive or negative. Mungania (2017) adds that the nature of these outcomes depends on how flexible or rigid the demands of each domain are.

Flexible work arrangements allow employees to better manage their work responsibilities and personal needs, which can enhance employee retention by fostering a healthier balance between work and life. Conversely, when work and personal responsibilities are rigidly structured, conflicts may arise, as noted by Lakshmypriyak and Ramakrishna (2016). Positive spillover is observed when there is flexibility in managing personal, family, and professional responsibilities, which can reduce work-life conflict and support employee retention. While several studies have explored these dynamics, gaps in both conceptual understanding and

<https://doi.org/10.53819/81018102t4311>

research methods persist across different contexts, suggesting a need for further study on how flexible work arrangements can improve work-life balance and enhance employee retention.

2.2 Empirical Review

Choi (2020) examined the impact of flexible working arrangements on the retention of federal employees in the United States of America. Employee retention level was measured by examination of data relating to employee separation, such as quitting, termination, and retirement amongst others. The study revealed the correlation between flexible working arrangements and employee retention levels. This study focused on federal employees in the United States, which may not be generalizable to other sectors or regions, particularly in developing countries. The context of NGOs in North Rift, Kenya, presents different challenges and cultural dynamics that may influence the relationship between flexible work arrangements and employee retention.

Selvarajan, and Solansky (2019) studied influence of co-worker support on employee performance in USA. Findings showed that coworker-support and coworker-exchange were positively related to employee performance. The research examined co-worker support in the context of employee performance within the USA, lacking a focus on how flexible work arrangements specifically influence employee retention. Additionally, it does not address the unique dynamics present in NGOs or regions like North Rift, Kenya.

Pänttjä (2021) investigated effect of teleworking on employee productivity in Finland and China. Findings showed that teleworking improved employee productivity due to less sick offs and breaks. This increased employee satisfaction due to a quiet working environment. Firm profits also increased during employees' teleworking, since the rent and office running costs were significantly reduced. This study analyzed teleworking's impact on productivity in Finland and China, which may not reflect the realities faced by NGOs in North Rift, Kenya. The geographical context and cultural factors influencing teleworking effectiveness are likely different, creating a gap in understanding for this specific population.

Adebayo et al. (2020) examined the role of flexible working arrangements on the retention of employees in the manufacturing firms of the Agbara region of Nigeria. The study found that flexible working arrangements increased employee retention through a reduction of job stresses and increased job satisfaction. The findings of the study were consistent with other empirical literature that linked employee job satisfaction to employee retention levels. While this study explored flexible working arrangements in Nigeria's manufacturing sector, it does not consider how these findings may apply to the non-profit sector or NGOs. The motivations and challenges faced by employees in NGOs could differ significantly from those in manufacturing settings.

Odunayo, Obomanu and Oluwatosin (2020) assessed influence of flexible working hours on employee productivity of logistics companies in Rivers state, Nigeria. Results showed that there exists a positive correlation between flexible working hours and employee productivity. This research assessed logistics companies in Nigeria, which may have different operational structures compared to NGOs. The findings might not be applicable to the unique work environments and employee expectations found within non-governmental organizations. Bazillai (2021) conducted a study that explored the impact of work overload and work hours on employee performance. According to the findings of this research, work overload and work hours have a significant influence on the quality of the employee's family life which in turn influence and affect an employee's commitment on their job. The focus on work overload and hours affecting employee performance does not specifically address flexible

work arrangements or their impact on retention rates. Furthermore, it lacks a contextual analysis relevant to NGOs, particularly in the North Rift region.

Baridula and Adanma (2021) examined the effect of flexible working arrangements on employee retention in manufacturing firms in Nigeria. The study revealed a statistically significant effect of flexible working arrangements on the retention of employees. This was attributed to the fact that flexible working arrangements promote teamwork, foster innovation aspects, foster creativity aspects, and reduce work stresses, which then cumulatively lead to improved employee retention levels. Further, the study noted that flexible working arrangements create job autonomy, which leads to improvement in employee retention levels. Although this study found a significant effect of flexible working arrangements on employee retention in manufacturing firms, it does not explore how these findings translate to the NGO sector. There is a need for research that addresses how flexible arrangements impact employee retention specifically within non-profit organizations.

Mogeni (2020) examined the effect of work and personal life balance practices regarding the levels of employee retention in commercial Banks in Kenya. This study examined the roles of flexible working arrangements on employee retention levels. The study viewed flexible working arrangements as working arrangements that were different from the usual working hours. The study measured the flexible working arrangements vis-a-vis employee being allowed to schedule their performance, to report or exit the working area at different times than the usual reporting time, occasionally work away from their work stations, to exchange shifts or reporting time, and given time off whenever they requested. The study found that the flexible working arrangement contributed 48.5% of the variance of employee retention and had a statistically significant impact on the levels of employee retention. This study examined work-life balance practices in commercial banks but did not focus on flexible work arrangements specifically within NGOs. The banking sector's dynamics may differ significantly from those of NGOs, leading to different implications for employee retention.

Mulanya and Kagiri (2018) surveyed working conditions' effects on work-life balance and employee performance in Constitutional Commissions in Kenya, and found that while less than thirty (30) working hours per week was the least amount of work-life stability that employees reported, less than thirty-five (35) hours per week was associated with lowest levels of emotional and physical well-being issues. However, overall work-life conflict is likely to be mitigated by part-time employment, as is skill discretion and autonomy, and performance is negatively impacted by lower compensation that is less secure. The survey focused on constitutional commissions and their working conditions; however, it does not address how flexible work arrangements influence employee retention specifically within NGOs in North Rift. The findings may not be directly applicable due to differences in organizational culture and structure.

Kipkoech (2018) found that giving workers the option of flexible hours generates a progressive effect on their work. Therefore, workers are to select flexible work times and locations that accommodate their preferences, fostering a sense of ease that may positively influence their performance. While this study highlighted the benefits of flexible hours on worker performance, it did not investigate employee retention as an outcome variable. Additionally, the context of this research may not reflect the unique challenges faced by employees in NGOs. Additionally, Ngari (2019) affirms that flex-time provides employees with the flexibility to organize their work, which boosts their productivity. In any case, work-life equilibrium is improved through the adoption of flexible schedules in work arrangements, together with but not limited to; teleworking, employee job sharing, compressed work hours, and shift work. To foster performance, organizations should incorporate flex-time

arrangements into their policies. This study emphasized flex-time benefits but did not explore its specific effects on employee retention within NGOs or similar organizations. The implications for non-profit sectors remain unexplored.

2.3 Conceptual Framework

A conceptual framework is a logical structure to aid provide a picture or visual display of how ideas in a study relate to one another (Grant & Osanloo, 2019). The framework makes it easier for the researcher to easily specify and define the concepts within the problem of the study (Luse, Mennecke & Townsend, 2017). It is a structure which the researcher believes can best explain the natural progression of the phenomenon to be studied (Camp, 2021). In this study the dependent variable (Employee retention) is influenced by independent variable (Flexible working arrangements). The presumed relationship between the variables under investigation is illustrated in the following hypothetical model in Figure 2.1.

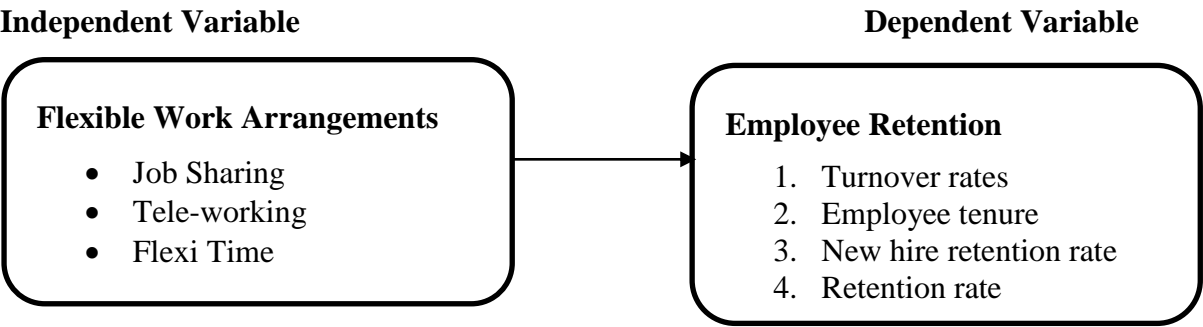


Figure 1: Conceptual framework

3.0 Methodology

Research design serves as the foundational framework that guides researchers in effectively addressing their research objectives. It outlines the specific steps necessary for data collection and analysis, ensuring a systematic and meaningful approach to the study (Abutabenjeh & Jaradat, 2018). A well-structured research design is critical for achieving valid and reliable results (Tobi & Kampen, 2018). In this context, an explanatory research design was employed to thoroughly depict the phenomenon under investigation, in this case the relationship between flexible work arrangement and employee retention in non-governmental organizations (NGOs) in North Rift, Kenya. An explanatory research design was selected because it is particularly useful for understanding how one variable influence another, as explained by Pandey and Pandey (2021). The focus of this design is on explaining rather than merely describing phenomena (Kumar, 2018). As Cain, Zhang and Yuan (2017) indicated, the core purpose of explanatory research is to answer "why" questions. By addressing the "why" behind employee retention, this study sought to determine how work-life balance practices (variable X) influence employee retention (variable Y) and to measure the extent of this impact. The chosen design allowed the researcher to effectively test the research questions and objectives, offering a solid foundation for understanding the relationship between the variables.

The target population refers to the specific group of individuals or units that a researcher aims to study and draw conclusions about (Nayak & Singh, 2021). It encompasses all subjects relevant to the research findings. Defining the target population accurately is essential for ensuring that the results can be generalized to the intended group (Mishra & Alok, 2022). In this study, the target population consisted of 1,435 employees working in NGOs in North

Rift, Kenya categorized into three groups: top-level management, middle-level management, and lower-level management/subordinates.

Sample size refers to the number of individuals selected from a larger population for inclusion in a study (Newman & Gough, 2020). The sampling technique is crucial as it impacts how representative and generalizable the findings are. Stratified random sampling was employed to ensure representation across all management levels. Within each stratum, simple random sampling was used to select the respondents. A sample size of 313 respondents was determined using Yamane's sample size formula, as modified by Kent and Myers (2008). The formula is as follows:

$$n = \frac{N}{[1 + N(e)^2]}$$

Where:

n = Sample size

N = Population size (1435)

e = error margin (0.05)

Applying this formula, the sample size was calculated to be 313 respondents.

$$n = \frac{1435}{[1 + 1435(0.05)^2]}$$

$$n = \frac{1435}{[4.5875]} = 313$$

The sample was further divided into the three aforementioned categories, ensuring proportional representation from each group:

Data collection is a systematic process of gathering information from various sources (Sileyew, 2019). For this study, questionnaires were employed as the primary data collection instrument. According to Zawacki-Richter et al. (2020), questionnaires provide a standardized method for collecting data, ensuring that all respondents answer identical questions. This consistency minimizes bias and allows for comparability among responses. The questionnaire comprised closed-ended questions based on a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The data collection procedure involves systematically gathering relevant information (Lichtman, 2023). Data collection followed a systematic approach to ensure the research objectives were met. The researcher obtained the necessary approvals from the Catholic University of Eastern Africa (CUEA), the Ministry of Education, and the National Commission of Science, Technology and Innovation (NACOSTI). Consent was obtained from the respondents before administering the questionnaires. The study utilized the Drop-Off and Pick-Up Later method for questionnaire administration. This method was chosen due to its high response rate and the opportunity it provides respondents to fill out the questionnaire at their own convenience (Atkinson et al., 2020). The researcher dropped the questionnaires at the respondents' locations and returned later to collect the completed forms. This method also helped reduce the number of missing responses.

Data analysis involves examining and interpreting collected data (Newman & Gough, 2020). It is essential for deriving meaningful conclusions and identifying patterns or relationships within the data. Both descriptive and inferential statistical methods were used in this study. Descriptive analysis provided an overview of data characteristics such as distribution and central tendency (Zawacki-Richter et al., 2020), while inferential analysis included correlation and regression methods to explore relationships between flexible work arrangements and employee retention. The Statistical Package for Social Sciences (SPSS) software facilitated data analysis, with results presented in tables.

4.0 Findings and Discussion

The researcher distributed 313 questionnaires to the respondents in various NGOs in North Rift. Out of the 313 questionnaires distributed, 293 questionnaires were fully filled and returned, this constituted a response rate of 93.6%, in which the researcher relied on for data analysis and findings. The respondents who did not return their questionnaires either misplaced or were not willing to respond to the questions. According to Pielsticker, and Hiebl (2020), a 50% response rate is adequate, 60% is good and 70% and above is very good. The response rate of 93.6% for this study was therefore considered satisfactory to make conclusions for the study.

4.1 Descriptive Analysis

Flexible Work Arrangements

To assess the effect of flexible work arrangements on employee retention among employees in NGOs in the North Rift, Kenya, a survey was conducted using a five-point Likert scale. Descriptive analysis results are summarized in Table 1.

Table 1: Descriptive Analysis of Flexible Work Arrangements

Statements	Mean	Std. Dev
Compressed working schedules helps staff to deal with other personal issues	3.82	0.930
The organization supports flexi-time working schedule	3.92	1.010
The organization encourages tele-working	3.86	1.050
I start and finish a given task within the specified guidelines.	4.14	1.160
Extending the number of hours giving out services through work shifts influences the number of working hours I can perform my task	3.98	1.350
Sometimes I can work while at home through telecommunication	4.11	0.655
I feel connected to other team members while working remotely	4.42	0.757
Job sharing allows me to finish work earlier	4.40	0.720
Job sharing has enabled me to adequately perform my work	4.09	0.841
Aggregate	4.08	

From the results, the respondents agreed that compressed working schedules help staff to deal with other personal issues ($M = 3.82$, $SD = 0.930$). Additionally, the organization supports a flexi-time working schedule ($M = 3.92$, $SD = 1.010$), indicating a positive perception towards flexible work options. The respondents also agreed that the organization encourages tele-working ($M = 3.86$, $SD = 1.050$), highlighting a supportive stance towards remote work initiatives. Furthermore, they agreed that they start and finish a given task within the

specified guidelines ($M = 4.14$, $SD = 1.160$), demonstrating a commitment to productivity within flexible arrangements. Moreover, the respondents indicated that extending the number of hours given out services through work shifts influences the number of working hours they can perform ($M = 3.98$, $SD = 1.350$), which suggests that flexibility in working hours may impact their overall task performance.

Notably, respondents agreed that sometimes they can work while at home through telecommunication ($M = 4.11$, $SD = 0.655$), reflecting a sense of adaptability and convenience in their work processes. Additionally, they strongly felt connected to other team members while working remotely ($M = 4.42$, $SD = 0.757$), indicating that flexible arrangements do not hinder team cohesion. The results further show that job sharing allows them to finish work earlier ($M = 4.40$, $SD = 0.720$) and that job sharing has enabled them to adequately perform their work ($M = 4.09$, $SD = 0.841$). The aggregate mean score of 4.08 suggests a generally positive outlook towards flexible work arrangements among respondents.

Employee Retention

The respondents were requested to indicate their level of agreement on various statements relating to employee retention. The results were as shown in Table 2.

Table 2: Descriptive Analysis of Dependent Variable

Statements	Mean	Std. Dev
I am planning on working for another organization within a period of three years.	2.60	1.27
Within this organization, my work gives me satisfaction.	3.57	1.07
I see a future for myself within this organization	3.42	1.20
If I received an attractive job offer from another organization, I would take the job offer.	3.81	1.16
I love working for this organization	3.76	1.04
I know of my colleagues who wanted to leave this organization in past six months	2.93	1.19
I would not advice any one to join this organization people leave it very fast	2.27	1.16
If I got another offer for a better job elsewhere, I leave my organization	2.96	1.25
It does not matter if I am working for this organization or another as long as I have work.	3.36	1.24
Aggregate	3.19	

From the results, the respondents indicated a low intention to leave their current organization, with a mean score of 2.60 ($SD = 1.27$) for the statement, "I am planning on working for another organization within a period of three years." This suggests that, despite potential external opportunities, there is not a strong inclination to leave. Additionally, the respondents expressed moderate satisfaction with their work within the organization, reflected in the mean score of 3.57 ($SD = 1.07$) for the statement, "Within this organization, my work gives me satisfaction." This indicates that while there is a degree of job satisfaction, it may not be exceptionally high.

Respondents also indicated a somewhat positive outlook for their future within the organization, with a mean score of 3.42 ($SD = 1.20$) for the statement, "I see a future for

myself within this organization." This suggests that there is some hope for career progression among employees. Conversely, the respondents showed a strong inclination to consider attractive job offers from other organizations, with a mean score of 3.81 (SD = 1.16) for the statement, "If I received an attractive job offer from another organization, I would take the job offer." This highlights a potential risk for employee retention, as the willingness to accept external offers may indicate dissatisfaction with their current roles.

The respondents expressed a positive sentiment toward their current organization, with a mean score of 3.76 (SD = 1.04) for the statement, "I love working for this organization." This reflects a level of attachment to the organization despite their openness to external job offers. Interestingly, respondents noted awareness of colleagues who have wanted to leave in the past six months, with a mean score of 2.93 (SD = 1.19) for the statement, "I know of my colleagues who wanted to leave this organization in the past six months." This suggests a recognition of turnover issues within the organization.

The statement, "I would not advise anyone to join this organization; people leave it very fast," received a mean score of 2.27 (SD = 1.16), indicating a relatively low agreement with this sentiment, which may suggest that while there are retention challenges, not all employees view the organization as an undesirable place to work.

Respondents were somewhat neutral regarding their willingness to leave for better job offers, with a mean score of 2.96 (SD = 1.25) for the statement, "If I got another offer for a better job elsewhere, I would leave my organization." This reflects a lack of strong commitment but does not suggest a definitive intention to leave. The mean score of 3.36 (SD = 1.24) for the statement, "It does not matter if I am working for this organization or another as long as I have work," indicates a moderate sense of detachment from the organization, suggesting that some employees may prioritize employment over loyalty to the current employer. The aggregate mean score of 3.19 suggests a mixed sentiment regarding employee retention within the organization, indicating both commitment and openness to external opportunities among employees.

4.2 Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variable (flexible work arrangements) and the dependent variable (employee retention in NGOs in the North Rift, Kenya). Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients.

Table 3: Correlation Analysis

		Employee retention	Flexible Arrangements	Work
Employee retention	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	293		
Flexible Arrangements	Pearson Correlation	0.650**	1	
	Sig. (2-tailed)	.000		
	N	293	293	

**. Correlation is significant at the 0.01 level (2-tailed).

The results of the correlation analysis indicate a significant relationship between flexible work arrangements and employee retention. Specifically, the Pearson correlation coefficient (r) for flexible work arrangements and employee retention is 0.650, which suggests a strong positive correlation. This means that as flexible work arrangements improve, employee retention is likely to increase as well. The significance level (p value) for this correlation is 0.000, which is less than the conventional threshold of 0.05. This indicates that the relationship is statistically significant, reinforcing the reliability of the findings.

These results align with previous research, such as Adebayo et al. (2020) who examined the role of flexible working arrangements on the retention of employees in the manufacturing firms of the Agbara region of Nigeria. The study found that flexible working arrangements increased employee retention through a reduction of job stresses and increased job satisfaction. The findings suggest that organizations that implement flexible work policies may experience higher levels of employee retention, similar to the strong relationships observed in other studies regarding work arrangements and employee outcomes.

4.3 Regression Analysis

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.650 ^a	0.422	0.410	0.563

a. Predictors: (Constant), Flexible Work Arrangements

The model summary was used to explain the variation in the dependent variable (Employee Retention) that could be explained by the independent variable (Flexible Work Arrangements). The R-squared for the relationship between Flexible Work Arrangements and Employee Retention was 0.422. This implies that approximately 42.2% of the variation in Employee Retention could be explained by Flexible Work Arrangements. The adjusted R-squared of 0.410 suggests that after accounting for the number of predictors in the model, 41.0% of the variance in Employee Retention is attributable to Flexible Work Arrangements.

The standard error of the estimate was 0.563, indicating that the average difference between observed and predicted employee retention scores is 0.563 units. These results suggest that flexible work arrangements significantly contribute to explaining the variance in employee retention rates. While the explanatory power of the model is moderate (R-squared of 0.422), it indicates that flexible work arrangements play a substantial role in influencing employee retention in NGOs in the North Rift, Kenya. The relatively high adjusted R-squared value (0.410) compared to the unadjusted R-squared (0.422) suggests that the model accounts for a significant portion of the variance in employee retention, even after controlling for the number of predictors. This finding supports the notion that flexible work arrangements are an important factor in employee retention strategies for NGOs in the North Rift, Kenya.

Table 5: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.234	1	15.234	34.567	.0000 _b
	Residual	20.800	292	0.071		
	Total	49.583	293			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Flexible Work Arrangements

ANOVA was used to assess the fit of the regression model predicting employee retention based on flexible work arrangements. The F-calculated was 34.567, while the F-critical was 3.067. The p-value was 0.000, which is less than the significance level of 0.05. Since the F-calculated (34.567) was greater than the F-critical (3.067), and the p-value (0.000) was less than 0.05, the model was considered a good fit for the data. This indicates that the relationship between flexible work arrangements and employee retention is statistically significant.

The sum of squares for regression was 15.234, accounting for 30.6% of the total variance in employee retention (15.234 / 49.583). The mean square for regression was 15.234, with 1 degree of freedom. The residual sum of squares was 20.800, with 292 degrees of freedom. These results suggest that flexible work arrangements significantly contribute to explaining the variance in employee retention rates. The model can be confidently used to predict the influence of flexible work arrangements on employee retention in NGOs in the North Rift, Kenya. The strong statistical significance (p-value of 0.000) further supports the notion that flexible work arrangements play a crucial role in enhancing employee retention. This finding aligns with the growing body of research emphasizing the importance of work-life balance and autonomy in maintaining a satisfied and committed workforce in NGOs in the North Rift, Kenya.

Table 6: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.500	0.350		4.286	.000
Flexible Work Arrangements	0.650	0.111	0.649	5.865	.000

a Dependent Variable: employee retention

The results revealed that flexible work arrangements have a significant effect on employee retention in NGOs in the North Rift, Kenya, $\beta_1=0.649$, p value=0.000. The relationship was considered significant since the p value of 0.000 was less than the significant level of 0.05. In addition, the results showed that the constant term in the model was statistically significant (Constant=1.500, $t=4.286$, $p=0.000$), indicating that there is a baseline level of employee retention even when controlling for flexible work arrangements. These findings are consistent with the literature on flexible work arrangements and employee retention. The strong positive relationship between flexible work arrangements and employee retention suggests that organizations that implement flexible work options tend to have higher employee retention rates. The standardized coefficient (Beta) of 0.649 indicates that for every one standard deviation increase in flexible work arrangements, there is approximately a 0.649 standard deviation increase in employee retention. This magnitude of effect suggests a substantial relationship between the variables. The unstandardized coefficient (B) of 0.650 implies that for every unit increase in flexible work arrangements, there is a corresponding 0.650 unit increase in employee retention, holding all else constant. These results support the notion that flexible work arrangements play a crucial role in enhancing employee retention in NGOs in the North Rift, Kenya. The findings align with the growing body of research emphasizing the importance of work-life balance and autonomy in maintaining a satisfied and committed workforce.

5.0 Conclusions

This study aimed to investigate the impact of flexible work arrangements on employee retention in non-governmental organizations (NGOs) in the North Rift region of Kenya. The findings highlight a generally positive perception of flexible work options among respondents. Compressed work schedules, flexible working hours, and teleworking arrangements were all viewed favorably, with employees acknowledging the benefits these arrangements provide in balancing personal and professional commitments. Notably, the respondents felt a strong sense of connection to their colleagues while working remotely, which indicates that flexible work does not compromise team cohesion but rather enhances it.

The data also revealed that job-sharing arrangements contributed significantly to employees' ability to manage their workload effectively. Employees reported that job sharing enabled them to complete their tasks earlier and perform their work adequately, which underscores the potential of such arrangements to boost productivity and job satisfaction. Overall, the respondents' favorable views on flexible work arrangements correlate with their job performance and satisfaction levels, reinforcing the notion that flexibility in work schedules can lead to improved outcomes in these areas.

Regarding employee retention, the results indicated a moderate degree of satisfaction with current employment within the organization. While there was a low intention to leave for another organization, there was also an openness to attractive job offers from external organizations. This suggests that while employees feel a level of attachment to their current organization, they may also be tempted by better opportunities, particularly if their job satisfaction does not improve. The findings point to a critical need for organizations to address these factors to retain valuable talent.

A significant correlation was found between flexible work arrangements and employee retention. The analysis demonstrated that as flexible work options are enhanced, the likelihood of employee retention increases. This reinforces the growing body of literature suggesting that flexible work arrangements can play a vital role in employee retention strategies, particularly in the context of NGOs where work-life balance is often a crucial factor for employees.

6.0 Recommendations

The study recommends that; NGOs should continue to develop and refine flexible work arrangements to cater to employees' diverse needs. This may include expanding telecommuting options, promoting compressed work schedules, and formalizing job-sharing agreements. By fostering a culture that embraces flexibility, organizations can increase employee satisfaction and commitment. To further bolster retention rates, organizations should implement initiatives that enhance employee engagement. This could involve regular feedback mechanisms, team-building activities, and opportunities for professional development that reinforce employees' connection to their work and colleagues.

NGOs should establish clear pathways for career advancement to mitigate the allure of external job offers. By offering mentorship programs, training opportunities, and clearly defined career trajectories, organizations can demonstrate their investment in employees' long-term growth and development within the organization. Organizations should actively promote the importance of work-life balance through policies that encourage employees to disconnect from work outside of regular hours. This can help prevent burnout and improve overall job satisfaction, reinforcing employees' commitment to the organization.

REFERENCES

- Abutabenjeh, S., & Jaradat, M. (2018). Research design: A guide for researchers. *International Journal of Research - Granthaalayah*, 6(9), 1-11. <https://doi.org/10.29121/granthaalayah.v6.i9.2018.1444>
- Adebayo, T., Olaniyan, A., & Ojo, O. (2020). Role of flexible working arrangements on employee retention in manufacturing firms in Agbara region of Nigeria. *Journal of Business and Management*, 22(3), 50-59. <https://doi.org/10.9790/487X-2203025059>
- Armstrong, M. (2017). *Armstrong's Handbook of Human Resource Management Practice* (14th ed.). Kogan Page.
- Aswa, P. (2022). Employee retention in NGOs: Challenges and strategies for work-life balance practices. *International Journal of Social Science and Economic Research*, 7(2), 2344-2350. <https://doi.org/10.46609/IJSSER.2022.v07i02.0047>
- Baridula, T. O., & Adanma, U. O. (2021). The effect of flexible working arrangements on employee retention in manufacturing firms in Nigeria. *African Journal of Business Management*, 15(9), 315-323. <https://doi.org/10.5897/AJBM2021.9108>
- Bazillai, S. (2021). The impact of work overload and work hours on employee performance. *Journal of Human Resource Management*, 9(1), 22-31. <https://doi.org/10.11648/j.jhrm.20210901.13>
- Cain, K., Zhang, Y., & Yuan, J. (2017). Explanatory research: A valuable tool for social science. *Research Methods Journal*, 11(1), 14-21. <https://doi.org/10.2139/ssrn.2980454>
- Choi, H. (2020). The impact of flexible working arrangements on the retention of federal employees in the USA. *Public Administration Review*, 80(4), 597-607. <https://doi.org/10.1111/puar.13202>
- Davidescu, A. A., Săplăcan, Z., & Duran, A. (2020). Work-life balance: Flexible work arrangements and job satisfaction. *Sustainability*, 12(6), 2379. <https://doi.org/10.3390/su12062379>
- Deloitte. (2023). 2023 Global Human Capital Trends: Navigating the future of work. <https://www2.deloitte.com/global/en/pages/human-capital/articles/global-human-capital-trends.html>
- Grant, M. J., & Osanloo, A. (2019). Understanding, selecting, and integrating a theoretical framework in dissertation research: Creating the blueprint for your “house.” *Administrative Issues Journal*, 4(2), 12-26. <https://doi.org/10.5929/2014.4.2.9>
- Kipkoech, J. (2018). Flexible working hours and their progressive impact on work performance. *International Journal of Business and Management Invention*, 7(1), 31-37. <https://doi.org/10.35629/8028-0701031137>
- Lakshmypriyak, D., & Ramakrishna, T. S. (2016). Spillover effects of work on family life and vice versa. *Indian Journal of Health and Wellbeing*, 7(1), 57-60.
- Luse, A., Mennecke, B., & Townsend, A. (2017). Conceptual frameworks in research: A systematic review. *Research in Higher Education Journal*, 31, 1-12. <https://doi.org/10.1108/9781786350207-00240>

- Marchington, M., & Wilkinson, A. (2018). *Human Resource Management at Work* (6th ed.). CIPD Publishing.
- Mogeni, J. (2020). Work and personal life balance practices regarding employee retention in commercial banks in Kenya. *Journal of Business Studies Quarterly*, 11(2), 97-113. <https://jbsq.org/wp-content/uploads/2020/11/Vol-11-No-2-2020-97-113.pdf>
- Mungania, S. (2017). The spillover effect: Work-life dynamics and implications for employee retention. *International Journal of Business and Social Science*, 8(3), 45-54. https://ijbssnet.com/journals/Vol_8_No_3_March_2017/5.pdf
- Mulanya, J., & Kagiri, A. (2018). Effects of working conditions on work-life balance and employee performance in Constitutional Commissions in Kenya. *Journal of Human Resource Management*, 6(2), 43-54. <https://doi.org/10.11648/j.jhrm.20180602.11>
- National Council of NGOs. (2020). Report on employee retention in NGOs: Challenges and solutions. <https://www.ngos.org/reports/employee-retention-2020>
- Nayak, A., & Singh, P. (2021). Target population in research: Definitions and implications. *Journal of Business and Management Research*, 10(1), 15-20.
- Okemwa, D. (2022). Spillover theory and its implications for employee retention. *International Journal of Business and Management Research*, 12(3), 70-75. <https://doi.org/10.11648/j.ijbmr.20211203.14>
- Odunayo, I. A., Obomanu, F. J., & Oluwatosin, K. A. (2020). The influence of flexible working hours on employee productivity of logistics companies in Rivers State, Nigeria. *Journal of Business and Management*, 22(2), 34-40. <https://doi.org/10.9790/487X-2202023440>
- Pänttjäjä, S. (2021). Teleworking and employee productivity: A comparative study of Finland and China. *Journal of Business Research*, 123, 420-431. <https://doi.org/10.1016/j.jbusres.2020.09.034>
- Piotrkowski, C. S., & Rapoport, R. (1987). The spillover effect: Work and family life. *American Sociological Review*, 52(6), 847-855. <https://doi.org/10.2307/2095861>
- Samuel, O. W., & Chipunza, C. (2019). Employee retention: Challenges and strategies for retaining talent. *International Journal of Human Resource Management*, 30(4), 450-467. <https://doi.org/10.1080/09585192.2017.1417318>
- Selvarajan, T. T., & Solansky, S. T. (2019). Co-worker support and employee performance: The role of coworker exchange. *The International Journal of Human Resource Management*, 30(2), 213-237. <https://doi.org/10.1080/09585192.2018.1447481>
- Shi, Y., & Wang, Y. (2022). Spillover theory: The impact of work on family life. *Journal of Family Issues*, 43(2), 135-154. <https://doi.org/10.1177/0192513X20969873>
- Tobi, H., & Kampen, J. K. (2018). Research design: A guide to the methodological approach. *Journal of Mixed Methods Research*, 12(1), 55-77. <https://doi.org/10.1177/1558689816632786>
- Weideman, A., & Hofmeyr, J. (2020). The importance of work-life balance for employees. *South African Journal of Business Management*, 51(1), 1-9. <https://doi.org/10.4102/sajbm.v51i1.2480>
- Ngari, M. (2019). Flex-time and its influence on work-life balance: An exploratory study. *International Journal of Human Resource Studies*, 9(1), 1-12. <https://doi.org/10.5296/ijhrs.v9i1.15195>
<https://doi.org/10.53819/81018102t4311>