



**EFFECT OF WORK-LIFE BALANCE ON
EMPLOYEE RETENTION OF EGERTON UNIVERSITY
ACADEMIC STAFF, NAKURU COUNTY, KENYA**

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Abstract:

This study investigated the effect of work-life balance on employee retention among academic staff at Egerton University in Nakuru County, Kenya. Specifically, it examined the impact of flexible working arrangements on employee retention. The research employed a causal research design with a sample size of 202 academic staff members, determined using the Taro Yamane formula. Data was collected through structured questionnaires and analyzed using descriptive statistics and linear regression analysis. The findings revealed a strong positive correlation ($R = 0.863$) between flexible working arrangements and employee retention, with flexible working arrangements explaining 74.5% of the variance in employee retention. The study found that aspects such as flexible teaching schedules, work setups that boost improvement, and arrangements that enhance job satisfaction and reduce job stress significantly contribute to employee retention. However, the research also highlighted areas of concern, particularly the lack of flexibility in granting time off for personal matters. The study concludes that implementing flexible working policies can significantly enhance employee retention among academic staff. These findings contribute to the growing body of literature on work-life balance and employee retention in higher education institutions, particularly in the Kenyan context.

Keywords: work-life balance, employee retention, flexible working arrangements, academic staff, Egerton University

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1. Introduction

The balance of work and personal life pertains to the capacity of individuals to maintain an equilibrium between a healthy balance in their personal and work commitments. This includes a range of factors, such as the allocation of time and energy between personal and work activities, the ability to manage work-related stress, and the ability to sustain a healthy work-life balance.

In Sri Lanka, work and personal life is viewed as the ability to strike a healthy balance between work and other aspects of life (Umma, Kengatharan & Velnampy, 2021). The definition emphasizes the importance of upholding a healthy equilibrium between work and non-work activities in order to support overall health and well-being. Despite these differences, both definitions highlight the importance of achieving a balance between work and non-work activities (Krwashnan & Loon, 2018). In Asia, individuals prioritize their time and energy in order to balance their work and personal lives effectively (Al-Shawabkeh & Hijjawi, 2018).

There are several potential benefits of promoting work-life balance among employees in universities. In Nigeria, Magaji, Umar, Awwalu, Abubakar & Jibrin (2021) noted that in promoting work-life balance, universities support the well-being of their employees. According to Putra & Pratama (2020), when employees allocate their time and energy effectively between work and non-work activities, they are less likely to experience burnout, stress, and other adverse effects on their well-being, leading to increased job satisfaction, motivation, and engagement among employees. Promoting work-life balance also enhances the productivity and performance of employees. Perera, Sampath & Pushpakumari (2019) noted that Nigerian employees can manage their work-related stress effectively since they concentrate, are motivated and are occupied. This leads to increased productivity, improved performance, and enhanced outcomes for the organization.

According to Zámečník & Kožíšek (2021), employee retention is the ability of an organization to maintain the workforce to avoid excessive turnover. This is measured by the proportion of employees who remain with the organization over a stipulated timeframe. This is considered as an important indicator of the organization's overall health and stability. High employee retention is typically associated with increased productivity, better customer service, and reduced recruitment and training costs. On the other hand, in Nigeria Hido & Worang (2021) viewed employee retention, as strategies and practices that organizations use to keep their employees happy and engaged in their work, with the goal of reducing turnover of employees. This entails offering competitive reimbursement of salaries and benefits, creating a positive and supportive work atmosphere, and providing opportunities for career growth and career advancement.

Prayoga, Hendry, Safri & Nasution (2020) posit that in Indonesia, employee retention is the gauging of how victorious an organization is at preventing employee's turnover, and it is often used as an indicator of the organization's overall health and stability. High employee retention is typically associated with increased productivity,

better customer service, and reduced recruitment and training costs. According to Singh (2019), organizations can improve their employee retention rates by implementing strategies that address the factors that influence employee satisfaction and engagement.

Another study was undertaken in Indonesia by Silaban & Margaretha, (2021), shows that the work-life balance is the capability to simultaneously meet work obligations and personal life responsibilities without compromising any of the factions. It is thus the ability to meet the work responsibilities satisfactorily, as those responsibilities outside work include family and societal responsibilities. In India, Panda, (2019) noted that the work-life balance is concerned with the ability to meet multiple roles in one's life both within the working life and outside working life. In South Africa, (Nyarko, 2020) observes that a person is able to fulfil the work and family level commitments in an optimal and compromising manner.

In Kenya, Kimathi (2020) noted that if employees feel that they have a healthy balance between personal life and work, they are more likely to be satisfied with their jobs and to stay with the organization. This can help organizations, such as universities, to retain highly skilled and experienced employees, which could benefit the organization as whole. By promoting work-life balance among their employees, universities could enhance their reputation and attract top talent. Mwathi & Nzulwa (2019) indicated that potential employees tend to perceive a university that offers an equilibrium between work and personal life. It was more likely to maintain, and attract highly gifted and skilled employees, thus promoting the whole organization.

Universities with stable and engaged workforce are more likely to provide better support to students. According to Muma, *et al.* (2019), faculty and staff who are engaged and happy in their work are more responsive supportive and provide assistance to students. This helps to improve the overall student experience. High employee retention helps universities to reduce their recruitment and training costs. This is because universities with a stable workforce are less likely to spend resources on recruiting and training new employees. According to Silaban & Margaretha 2021; Bandara & Ranasinghe, 2020; Awino *et al.*, (2018), the balance equilibrium between Work and personal life was connected with levels of employee retention.

Team support is a critical element in employee retention. This refers to support extended to team members in the execution of their tasks. Cruz *et al.*, (2020) view team support as relating to the extent to which employees are considered by appreciating their contribution and care for their welfare. Team support in Indonesia was noted as a predictor of employee work satisfaction and retention (Santoso, *et al.* 2019).

Employee retention is important for universities because it helps to ensure stability and an engaged workforce. This is particularly important for universities, as they rely heavily on their faculty and staff to provide high-quality education and support to students. High employee retention leads to a number of benefits for universities. These include improved teaching and learning, better student support, and reduced recruitment and training costs. When universities have a stable and engaged workforce, they are more likely to have higher-quality teaching and learning. Faculty and staff who

are happy and actively engaged in their work are likely to be motivated and dedicated to providing high-quality education to students.

Kenya's public universities play a critical role in providing higher education to its citizens. According to the Kenya National Qualifications Authority (KNQA), there are 33 public universities in Kenya. These universities have contributed significantly to the expansion of the country's economy and the advancement of its social development. However, public universities face significant challenges when it comes to funding and employee retention. Many lecturers in public universities in Kenya go for months without pay, forcing them to seek greener pastures elsewhere. The trend leads to brain drain in the public university system, with talented faculty members leaving for better opportunities elsewhere. Improving the working conditions and salaries of university staff would boost staff retention, increase productivity, and enhance the quality of education offered in these institutions (IEA, 2019). Despite these challenges, Kenya's public universities continue to provide valuable education to thousands of students annually.

Egerton University is a public research university located in Njoro, Kenya. It was established in 1939 as an agricultural college. Since then, it has expanded to offer extensively a number of diverse programs. The University is committed to providing quality education and has been recognized for its efforts and for its research activities. Overall, Egerton University is a reputable institution that strives to make a positive impact on society through education and research.

2. Statement of the Problem

In modern business, many organizations face employee turnover loss (Ivana, 2020). Therefore, appropriate employee retention policies are fundamental to the development of organizational success. Many organizations view retaining talented and skilful employees as the vital foundation for reducing costs and achieving organizational plans. Keeping the most talented employees is the cornerstone of the organization's policies and operations. Organizations adopt suitable human resource management initiatives in order to decrease employee turnover ((Sawaneh & Kamara, 2019; Sandhya & Kumar, 2014).

Work-life balance is very important for the well-being of individuals, organizations' performance and a functioning society. Family and work are the most important fundamentals of everyone's life. Challenging demands of work and family life could cause conflict, thereby affecting the well-being of workers. Work-life balance practices improve the autonomy of workers in coordinating and integrating the work and non-work areas of their lives (Chemirmir, *et al.*, 2018). In order to enhance employee satisfaction, organizations focus on motivation (intrinsic) and hygiene (extrinsic) factors. These factors have a positive effect on job motivation and satisfaction. They are predictors of employee retention levels, employee performance and retention (Ju, 2021; Siruri & Cheche, 2021; Naada & Nani, 2021; Thant & Chang, 2021; Mogeni, 2020; Wakio, 2019;

Ogbonnaya *et al.*, 2018; Shamsi & Alsinani, 2018). Other factors that influence employee retention include job autonomy (Aman-Ullah *et al.*, 2020; Mamahit *et al.*, 2019).

Empirical evidence on the effect of work-life balance on employee retention shows mixed results. Flexible working arrangements are associated with increased employee retention levels (Zámečník & Kožíšek, 2021; Baridula & Adanma, 2021; Choi, 2020; Idowu, 2020, Tirta & Enrika, 2020; Njora & Ndegwa, 2020; Irabor & Okolie, 2019; Chepwogen, 2018). Evidence from Kenya shows that work-life balance is inversely correlated with turnover intent (Msabaa, 2017). However, evidence shows that organizations in developing countries, such as Kenya, have ignored the most critical elements that influence employee retention as a strategy for achieving organizational goals. Employees abandon their jobs when they are dissatisfied and de-motivated (Sawaneh & Kamara, *ibid*). A study by Chemirmir *et al.* (2018) attributed employee turnover to conflict between employee personal programs and work schedules. Since there is no conclusive and unanimous agreement on the effect of work-life balance on employee retention, this study evaluated the effects of work-life balance on the retention of academic staff at Egerton University in Kenya.

3. Objectives of the Study

To examine the effect of flexible working arrangements on employee retention of academic staff in Egerton University, Nakuru

4. Research Hypotheses

HO₁: Flexible working arrangements have no significant effects on employee retention of academic staff at Egerton University, Nakuru.

5. Theoretical Framework

The Two Factor Theory was developed by Herzberg (1966) while he was examining Maslow's theory of human needs (Ju, 2021). The theory grew from the examination of the factors that lead to the satisfaction of employees within their work environment. Herzberg found that motivation and hygiene factors affect employee satisfaction. The motivators, also known as the intrinsic factors, include recognition, achievement, career advancement, career growth, and work responsibility (Siruri & Cheche, 2021). Employees are motivated by internal factors. In this case, job motivation was internally generated from the factors that are intrinsic to the work undertaken. Hygiene factors, also referred to as extrinsic factors, comprise company policies, co-worker relations, salary and supervisory styles (Naada & Nani, 2021).

Intrinsic and extrinsic factors affect employee retention within the organizations. (Thant & Chang, 2021). The strength of the Two Factor Theory is that it emphasises internal employee motivation rather than focusing on other external factors. Therefore,

by embracing the theory, an organization, aspires to enhance working conditions so that employees feel motivated to work harder for long-term benefits to the organization. However, job satisfaction was one of the factors that increased job productivity but it was not the only factor. Therefore, it is not necessarily true that employees who are more satisfied would increase productivity in an organization (Vinish, 2018).

There are criticisms of the Two Factor Theory. It is considered too simplistic. The Two Factor Theory proposes two distinct factors that influence job satisfaction; that is hygiene factors as well as motivators. However, in reality, job satisfaction is influenced by a complex mix of factors, including extrinsic and intrinsic factors Alrawahi, *et al.* (2020). Focusing on these two factors, the Two Factor Theory overlooks other important determinants of job satisfaction. Another criticism of the theory is that it was overly deterministic. The theory suggests that hygiene factors are primarily responsible for preventing dissatisfaction, while motivators are the key drivers of satisfaction. However, this might not accurately reflect the complex and dynamic nature of employee attitudes and behaviour (Ju, 2021).

Additionally, some critics have argued that the Two Factor Theory is complicated to test empirically. The concept of hygiene factors and motivators is somewhat abstract, making it challenging to operationalize and measure in a rigorous and objective manner. This can make it difficult to confirm or refute the predictions of the theory through empirical research. Furthermore, the theory has been criticized for insufficient cultural sensitivity. Since the theory was developed based on research conducted in the United States, it might not accurately reflect the experiences and attitudes of workers in other cultural contexts (Holston-okae *et al.*, 2018). This limits the generalizability of the theory and its relevance to a global workforce.

The Herzberg theory has been used in diverse studies on employee retention (Elsafty & Oraby, 2022; Ford-Colin, 2022b; Clark, 2022). The theory explains how employee retention aspects, through both extrinsic and intrinsic factors, impact job motivation and satisfaction, which are predictors of employee retention levels. The variables of this study, including flexible working arrangements, remote working arrangements, team support and labour policies, are part of the extrinsic factors under the Herzberg theory. When not well catered for, these factors lead to demotivation and, hence, poor work retention levels. These factors have led to the use of this theory in the undertaking of this research.

The two-factor theory suggests that work-life balance can function both as a motivator to enhance job satisfaction and personal growth at work, as well as as a hygiene factor to prevent job dissatisfaction.

6. Empirical Literature

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.

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 (Zámečník & Kožíšek, 2021; Tirta & Enrika, 2020; Irabor & Okolie, 2019).

Baridula & 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.

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.

7. Research Methodology

Research design is considered the foundation of the research process. This study used a causal research design. According to Nunkoo *et al.*, (2021) causal research design refers to a research strategy in which the researcher is interested in determining the relationship between the effects variables. This design was considered ideal since the researcher was interested in determining the manner in which work and personal life balance influenced the retention of employees. The target population comprised 412 academic staff, as shown in Table 1.

Table 1: Target Population

Rank	Number	Percentage
Professors	27	6.55%
Associate Professors	68	16.5%
Adjunct Professors	10	2.42%
Senior Lecturers	78	18.93%
Lecturers	229	55.5%
Total	412	100%

The sample size was calculated using the Taro Yamane formula as follows:

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

$$n = \frac{412}{1 + 412(0.05)^2}$$

$$n = 202$$

Where

n = sample size,

N = target population and

e = margin of error.

Therefore, the study used a simple random sampling process to determine the sample size of 202.

This study used structured questionnaires due to the ease of filling them and the possibility of a high response rate. Data was analyzed using quantitative data analysis procedures. The study undertook varied descriptive statistics, including frequency distributions, percentages, means and standard deviations. Frequency distribution was used for the presentation of the prevalence of specific choices amongst the structured questionnaires which provided specific choices for the respondents to pick. The mean provided an average view of participants in a five-point Likert scale. The standard deviation was used to present the average responses relative to the mean. A simple linear regression analysis was undertaken.

8. Data Analysis and Discussion

The response rate of the research is presented in Table 2 below.

Table 2: Response Rate

Distributed Questionnaires	Returned Questionnaires	Response Rate
202	168	83.4%

Table 2 indicates that 202 questionnaires were distributed to the respondents. Out of which, 168 were returned, representing a response rate of 83.4%. A response rate of 70% is considered to be adequate for the undertaking of the study using the structured questionnaire. A high response rate generally enhances the validity of the study's findings, as it reduces the potential for non-response bias. This means that the results obtained from the returned questionnaires were likely to be more reliable and could be generalized to the broader population from which the sample was drawn. This high response rate provides a strong indication of the effectiveness and acceptance of the survey instrument among the target group.

8.1 Flexible Working Arrangements

The respondents were asked to rate the following statements using a Likert scale of 1-5 (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree) regarding flexible working conditions. The responses are presented in Table 7 below.

Table 3: Flexible Working Arrangements

Statement	SD	D	N	A	SA	Mean	Std. Dev.
In our university, there is flexibility in being given time off to attend to personal matters that may arise	(82.5%)	(17.5%)	(0.0%)	(0.0%)	(0.0%)	1.18	0.381
The teaching schedule is flexible at our university	(0.0%)	(5.4%)	(38.8%)	(44.6%)	(11.2%)	3.62	0.756
A flexible work setup at our university boosts the level of improvement.	(0.0%)	(0.0%)	(0.0%)	(61.2%)	(38.8%)	4.39	0.488
Flexible working arrangements in our university enhance job satisfaction levels	(0.0%)	(0.0%)	(13.3%)	(23.8%)	(62.9%)	4.50	0.720
Flexible working arrangements in our university serve to reduce job stresses	(0.0%)	(0.0%)	(0.0%)	(17.5%)	(82.5%)	4.82	0.381

For the item "In our university, there is flexibility of being given time off to attend to personal matters that may arise," the results indicated a mean of 1.18 (SD = 0.381), suggesting that respondents tended to strongly disagree. The low standard deviation implies a high level of consensus among respondents, further supported by the overwhelming majority (82.5%) selecting "strongly disagree." This finding stands in total contrast to Mogeni's (2020) study, which found that flexible working arrangements, including the availability of time off, made a significant contribution to employee retention in the context of Kenyan Commercial Banks. The discrepancy in results may be attributed to differences in organizational culture, policies, or the nature of work between academic institutions and commercial banks, highlighting the need for further research to understand the factors influencing the relationship between time off flexibility and employee retention in various sectors.

"The teaching schedule being flexible in the university" yielded a mean of 3.62 (SD = 0.756), indicating that respondents tended to agree on average. The majority (44.6%) chose "agree," which aligns with Choi's (2020) findings that flexible teaching schedules positively impact employee retention among U.S. federal employees. This similarity suggests that the benefits of flexible teaching schedules in promoting employee retention may transcend national and sectoral boundaries, emphasizing the importance of considering such arrangements in strategies aimed at retaining academic staff. However, the slightly higher standard deviation of 0.756 indicates a neutral level of variability in responses, which may warrant further investigation into the factors influencing perceptions of teaching schedule flexibility within the university.

Regarding "Flexible work setup in the University boosts the level of improvement," the mean was 4.39 (SD = 0.488), suggesting strong agreement on average, with high consensus based on the low standard deviation. This result is similar to the findings of Baridula and Adanma (2021), who noted that flexible working arrangements foster innovation and creativity, leading to improved employee retention in Nigerian manufacturing firms. The consistency in findings across different sectors and countries underscores the potential of flexible work setups in driving improvement and, consequently, enhancing employee retention. The low standard deviation of 0.488 indicates a strong agreement among respondents, further reinforcing the significance of this relationship in the context of Egerton University.

For the "Flexible working arrangements in our university enhances job satisfaction levels," the mean was 4.50 (SD = 0.720), indicating a strong agreement on average. The majority (62.9%) selected "strongly agree," which is consistent with the studies by Zámečník and Kožíšek (2021) and Tirta and Enrika (2020), linking flexible working arrangements to increased job satisfaction and employee retention. The alignment of these findings suggests that the positive impact of flexible working arrangements on job satisfaction and, subsequently, employee retention is well-established across various contexts. However, the slightly higher standard deviation of 0.720 indicates some variability in responses, which may be attributed to individual differences in perceptions or experiences of job satisfaction within the University.

Lastly, the item "Flexible working arrangements in our university serves to reduce job stresses" had a very high mean of 4.82 (SD = 0.381), suggesting a strong agreement with high consensus. A significant proportion (82.5%) chose "strongly agree," aligning with the findings of Irabor and Okolie (2019) and Chepwogen (2018), who highlighted that flexible working arrangements contribute to reduced work stress and improved employee retention. The consistency in results across studies emphasizes the crucial role of flexible working arrangements in mitigating job stress, a factor known to influence employee retention. The low standard deviation of 0.381 indicates a strong agreement among respondents, further underscoring the importance of this relationship in the context of Egerton University. These findings suggest that incorporating stress-reducing flexible working arrangements may be a key strategy in promoting employee retention within the academic sector.

8.2 Linear Regression Analysis

The linear regression analysis was conducted to examine the effect of flexible working arrangements on employee retention of academic staff at Egerton University, Nakuru County. This analysis directly addresses the first research objective, which sought to investigate the relationship between these two variables. The regression analysis results are presented in three tables: the model summary (Table 12), ANOVA (Table 13), and coefficients (Table 14).

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.863 ^a	.745	.744	.36817
a. Predictors: (Constant), Flexible Working Arrangement				

The model summary table (Table 12) presents the correlation coefficient (R) and the coefficient of determination (R Square). The correlation coefficient measures the strength of the linear relationship between the independent variable (flexible working arrangements) and the dependent variable (employee retention) (Hair *et al.*, 2019). This study's R-value is 0.863, indicating a strong positive correlation between flexible working arrangements and employee retention. The coefficient of determination (R Square) represents the proportion of variance in the dependent variable that can be explained by the independent variable(s) (Tabachnick & Fidell, 2019). The R Square value of 0.745 suggests that 74.5% of the variance in employee retention can be explained by flexible working arrangements. Consequently, the remaining 25.5% (1-R Square) of the variance in employee retention can be attributed to other factors not included in this study, such as organizational culture, leadership styles, or compensation packages. This finding is consistent with the studies by Chumo (2022) and Mogeni (2020), which highlighted the influence of various factors on employee retention in Kenyan universities.

Table 13: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.376	1	94.376	696.241	.000 ^b
	Residual	32.261	238	.136		
	Total	126.637	239			
a. Dependent Variable: Employee Retention						
b. Predictors: (Constant), Flexible Working Arrangement						

The ANOVA table (Table 13) assesses the overall significance of the regression model. The F-statistic and its associated p-value are used to test the null hypothesis that the regression coefficients are equal to zero (Field, 2018). In this study, the F-statistic is 696.241, with a p-value less than 0.001, indicating that the model is statistically significant at a 5% level of significance. This means that the null hypothesis, which states that flexible working arrangements have no significant effect on employee retention, can be rejected.

The results suggest that flexible working arrangements are a significant predictor of employee retention among academic staff at Egerton University.

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.323	.087		15.181	.000
	Flexible Working Arrangement	.170	.006	.863	26.386	.000

a. Dependent Variable: Employee Retention

The coefficients table (Table 14) provides information about the individual contribution of the independent variable (flexible working arrangements) to the prediction of the dependent variable (employee retention).

The relevant null hypothesis, as stated in Chapter One, is:

H01: Flexible working arrangements have no significant effects on employee retention of academic staff at Egerton University, Nakuru.

The t-statistic and its associated p-value are used to test the significance of individual regression coefficients (Cohen *et al.*, 2018). At a 5% level of significance, the decision rule is to reject the null hypothesis if the p-value is less than 0.05. In this study, the t-statistic for flexible working arrangements is 26.386, with a p-value less than 0.001, indicating that flexible working arrangements have a statistically significant impact on employee retention. Therefore, the null hypothesis is rejected.

The unstandardized coefficient (B) represents the change in the dependent variable for a one-unit change in the independent variable, holding other variables constant (Warner, 2021). In this study, the unstandardized coefficient for flexible working arrangements is 0.170, suggesting that for every one-unit increase in flexible working arrangements, employee retention increases by 0.170 units, holding other factors constant.

Based on the unstandardized coefficients, the regression equation can be expressed as:

$$\text{Employee Retention} = 1.323 + 0.170 (\text{Flexible Working Arrangements})$$

The findings of this linear regression analysis are consistent with previous studies that have linked flexible working arrangements to increased employee retention levels. Zámečník and Kožíšek (2021) found that flexible working arrangements, such as flexible schedules and telecommuting options, significantly contributed to employee retention in Spanish hotels. Similarly, Baridula and Adanma (2021) and Choi (2020) reported that flexible working arrangements positively influenced employee retention in manufacturing companies in Nigeria and among federal employees in the United States respectively. These studies suggest that implementing flexible working policies can enhance employee retention across various sectors and geographical contexts.

Moreover, the results align with the findings of Idowu (2020), Tirta and Enrika (2020), Njora and Ndegwa (2020), Irabor and Okolie (2019), and Chepwogen (2018), who demonstrated the positive impact of flexible working arrangements on employee retention in different organizational settings. The consistency in findings across these studies underscores the importance of flexible working arrangements in promoting employee retention, particularly in the context of academic institutions like Egerton University.

The positive effect of flexible working arrangements on employee retention can be attributed to several factors, as highlighted in the literature. Legesse and Mohammed (2020) and Adebayo *et al.* (2020) noted that flexible working arrangements contribute to improved work-life balance, job satisfaction, and reduced work-related stress, which are key determinants of employee retention. By providing flexible working options, organizations can create a supportive work environment that enables employees to better manage their work and personal responsibilities. This leads to increased job satisfaction and a lower likelihood of turnover (Beiu & Davidescu, 2021; Ju, 2021).

In conclusion, the linear regression analysis confirms the significant positive effect of flexible working arrangements on employee retention among academic staff at Egerton University. The findings highlight the importance of implementing flexible working policies and practices to attract and retain talented academic staff, enhance their job satisfaction, and foster a supportive work environment that promotes work-life balance. The results also contribute to the growing body of literature on the relationship between flexible working arrangements and employee retention, particularly in the context of higher education institutions in Kenya.

9. Conclusions

Flexible working arrangements, such as flexible teaching schedules, work setups that boost improvement, arrangements that enhance job satisfaction, and those that reduce job stresses, have a significant positive effect on employee retention among academic staff at Egerton University.

9.1 Recommendations

To enhance employee retention among academic staff, Egerton University should implement flexible working arrangements. This can include flexible teaching schedules, work setups that promote improvement, arrangements that enhance job satisfaction, and those that reduce job stress. By prioritizing flexible working policies, the university can create a supportive work environment that promotes work-life balance, increases job satisfaction, and reduces turnover intentions among academic staff.

Conflict of Interest Statement

The authors declare no conflicts of interest.

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