

Benefit of Flexible Working Hours on Employee Performance in Nepalese Commercial Banks

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Abstract

This study examines the benefits of flexible working hours on employee performance in Nepalese commercial banks. Employee performance is the dependent variable. The selected independent variables are work life balance, job satisfaction, job motivation, stress level, and work load management. The primary source of data is used to assess the opinions of respondents regarding work life balance, job satisfaction, job motivation, stress level, work load management, and employee performance. The study is based on primary data of 126 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation and multiple regression models are estimated to test the significance and importance of benefits of flexible working hours on employee performance in Nepalese commercial banks.

The study showed a positive impact of job satisfaction on employee performance. It indicates that higher the job satisfaction, higher would be the employee performance. Similarly, the study showed a positive impact of work life balance on employee performance. It indicates that higher the work life balance, higher would be the employee performance. Likewise, the study also showed a positive impact of job motivation on employee performance. It indicates that higher the motivation from the job, higher would be the employee performance. Further, the study showed a negative impact of stress level on employee performance. It indicates that higher the stress level, lower would be the employee performance. In addition, the study showed a positive impact of work load management on employee performance. It indicates that proper process of forecasting, planning, distributing, scheduling, and monitoring people's workload on organizations lead to increase in employee performance.

Keywords: work life balance, job satisfaction, job motivation, stress level, work load management, employee performance

1. Introduction

Flexible working arrangements are emerging issues in human resource management. Employee in any organization needs to balance between personal life and work responsibilities if the employee performance is to be achieved. Flexible work arrangement (FWA) is useful for achieving the more efficient use of human resources (HR) because they provide an opportunity to allocate employees and their time depending on the nature of work that has to be done (Barkery *et al.*, 2017). The interest and importance of flexible work arrangement is increasing especially among the banks' staff who have been found of using more time at office and on the road in cities making them arrive home lately and leaves early in order to beat traffic. A flexible work arrangement includes: flexibility in the scheduling of hours worked, such as alternative work schedules (e.g., flex time and compressed workweeks), and arrangements regarding shift and break schedules, flexibility in the number of hours worked, such as part-time work and job shares; and flexibility in the place of work, such as working at home or at a satellite location. Decentralized and flexible work arrangements have been proclaimed by different researchers as a way for companies to reduce expenses, cope with variations in demand, and be more attractive for employees. In the current global

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work environment, there is intense competition for talented employees and for market share based on higher product quality and lower prices in order to realize strategic advantage. Competition requires organizations to take into account diversity of employee's needs, work life values, cultural influences in the areas where the companies operate as well as the diversity of working relationships in order to attract, retain and fully engage the employee. As many organizations come to terms with the challenges of attracting and retaining the best talent and retaining the best talent coupled with the emerging issues of work life conflicts, it is important that managers employ a variety of human resource practices to attain organizational goals (McLean and Collins, 2011).

Job satisfaction is associated with increased output, efficiency of the organization, loyalty with the organization, and reduced absenteeism. According to Wright and Davis (2003), job satisfaction positively affects the ability, effort and capability of the employees. In contrast, if employees are not satisfied with the job, then it may lead to turnover intentions, increased costs, decreased profits and ultimately unhappy customers with the organization (Zeffane *et al.*, 2008). Likewise, Shahzad *et al.* (2018) showed a strong positive relationship between employee participation in decision-making and employee job satisfaction. Employees with the opportunity to participate in decision-making seem to be more satisfied with their work compared to employees who are not given the opportunity to participate in decision making. Similarly, Bouwmans *et al.* (2017) stated that participation in decision making can be associated with an increase in the level of task interdependence of team members. Meanwhile, Ding and Shen (2017) showed that a support and job involvement are two organizational variables that greatly affect job satisfaction. Mohamed (2005) found that, when there is a significant positive change in compensation, promotions and benefits, workers become satisfied and increases productivity. According to Leshabari *et al.* (2008), supportive work environments help workers to perform normal duties more effectively, making best use of their knowledge, skills and competences and the available resources in order to provide high-quality services. Employees are keen interested on skill variety, task identity, task significance, freedom and flexibility, autonomy and feedback etc. Core job dimensions enhance the enthusiasm of employees and result in job satisfaction and high performance and productivity.

Idris (2014) examined flexible working as an employee retention strategy in developing countries. The study found that flexible working and employee retention particularly for developing countries and underline the importance of further research comparing societies and organizations of different backgrounds. Likewise, Ahmad *et al.* (2023) investigated the relationship between flexible work and job performance among bank employees. The study found that a high level of temporal flexibility and moderate level of spatial flexibility. Similarly, Obiageli *et al.* (2015) investigated work-life balance and employee performance in selected commercial banks in Lagos State. The study found that leave policy motivate employee ability to deliver services efficiently and effectively, in conclusion work life balance practice is an important factor in increasing employee performance. Moreover, Mansor and Idris (2015) explored employee retention in the Malaysian banking industry: Do flexible practices work. The study found that underline the importance of further studies comparing societies of different cultural, political, economic and technological backgrounds. Similarly, Saif *et al.* (2016) examined the factors affecting job satisfaction of female employees of private commercial banks in Bangladesh: an empirical investigation. The study found that job security, participation in decision making, available leave facilities, attitude of

top management, salary increment, specific time for family, promotion opportunity, flexible working hour etc. Likewise, Mwiti (2023) investigated flexible working arrangements on employee Performance in Public Universities in Mount Kenya (Doctoral dissertation, Meru University of Science and Technology). The study found that job sharing and employee performance of public universities are positively and significantly correlated to employee performance.

Austin-Egole *et al.* (2020) assessed the flexible working arrangements and organizational performance. The study found that implement these types of fixed wireless access that generate positive organizational outcomes such as lower absenteeism, turnover and espionage among employees while aiming at increased performance. Moreover, Chukwud *et al.* (2021) analyzed the flexible work arrangement and employees' performance during covid-19 era in selected micro-finance banks in Enugu State. The study found that the following recommendations were made by the researchers adoption of flexible work arrangement is very key in the enhancement of employee's performance and that Job sharing is important in fast-tracking efficiency of the employees by reducing if not eliminating job-over-load which can lead to stress and subsequently inefficiency; hence, it should be adopted by organizations. Likewise, Siwale *et al.* (2021) investigated the effects of work life balance on employee performance in the banking sector. The study found that parenting and pregnancy policy has no impact on the employee's performance. Pregnant and parent employees mainly expect maternity leave for adoption and it is covered from the leave arrangements. Moreover, Eshak *et al.* (2021) examined the flexible work arrangements and their impact on the employee performance of Egyptian private university employees. The study found that a positive relationship between flexible work arrangements (reduced working hours, benefits provided to employees, and work policies toward parenting) and employee performance, as well as a positive relationship between flexible work arrangements and work-life balance, as well as a positive relationship between work-life balance and employee performance, and the researcher recommends implementing such policies. Similar, Cavaliere *et al.* (2021) investigated the impact of part-time and full-time work on employees' efficiency the importance of flexible work arrangements. The study found that the flexible working arrangements can be very helpful to enhance and maintain the efficiency of workers. Likewise, Seman *et al.* (2022) investigated the effect of work-life balance initiatives on organizational citizenship behavior. The study found that they have a low flexible work arrangement policy, dependent care policy, approximately medium level of leave arrangement policy, and a medium level of workload and working hours. Moreover, Ernanda and Fazlurrahman (2023) examined the flexible working arrangements and organizational performance. The study found that flexible working arrangements positively and significantly affect employee job performance.

Influence of flexible work arrangement on organizational performance in the banking industry in Kenya was assessed by Mungania *et al.* (2016). The major objective of the study was to objective was to determine the influence of flexible work arrangement on organizational performance in the banking industry in Kenya. The study used to employee satisfaction as a dependent variable and the selected independent variable were flexible career path, job sharing and work life balance. The study found that the work place flexibility initiatives are increasingly seen as a critical component of a result-driven workplace. Similarly, Asiedu-Appiah *et al.* (2016) examined Work-life balance as a tool for stress management in selected banking institutions in Ghana. The major objective of the study was to investigate into the policy and practice of work-life balance in selected banking institutions in Ghana and

how these practices are able to help in managing the stress levels of employees. The study found that work-life balance is practiced in the selected banking institutions, some of the practices that connote an effective work-life balance culture are non-existent. Flexible work arrangements, job satisfaction and performance within Eskom shared services (Doctoral dissertation) was analyzed by Govender (2017). The major objective of the study was to flexible work arrangements can decrease these time management problems whilst increasing job satisfaction and performance. The study found that the Flexible work arrangements is preferred amongst the majority of employees and that a significant positive relationship exists between flexible work arrangements as the independent variable and job satisfaction and performance as the dependent variable amongst employees of all ages. Flexible work arrangement initiatives and commitment outcome of selected technology-based banks was analyzed by Oludayo *et al.* (2019). The major objective of the study was to the strongest predictor of flexible work pattern initiatives is flex location specifically telecommuting, followed by flexible time which comprises of the use of shifting swaps, flex-hours and compressed work weeks while flexi time-off had the least. The study found that flexible work pattern became a common initiative used by organizations globally in response to various challenges faced in demanding industries like the banking sector.

In the context of Nepal, Chalise (2019) analyzed the employee retention in Nepalese commercial banks. The study concluded that the high level of effect of work life policy and no significant relationship with training and development program in Nepalese commercial banks. Likewise, Pandey (2020) investigated work life balance and employee commitment perceptions of banking employee. The study concluded that the respondents had a positive view towards the environment of work life balance in the Nepalese banking industry. Moreover, Rajendra and Neupane (2020) analyzed the exploring the status of employee empowerment in the commercial banking sectors in Nepal. The study found an implications on enhancing the capacity and skills of the employees working in the Nepalese commercial banking sector for promoting their knowledge, attitude, and performances. Likewise, Lama (2022) examined human resource practices and employee satisfaction in Nepalese commercial banks. The study found that the better the organization's human resource practices, the higher would be the employee satisfaction. Similarly, Dongol (2022) investigated the workforce diversity and its impact on employee's performance in commercial banks in Nepal. The study concluded that the four workforce diversity variables are positively associated with the performance of the employees in a commercial bank. Moreover, Ghimire *et al.* (2023) analyzed the employee performance factors in the Nepalese commercial banks: Insights from emerging markets. The study found that supervisory assistance had a significant result on EP and identifying the workplace factors of performance can help managers further understand and improve employee performance. Likewise, Basnet *et al.* (2023) examined the factors influencing employee's work-life balance in commercial banks of Nepal. The study found that most of the respondents working in the commercial bank are female and have completed a master's degree and above educational level. The structural equation modeling result indicates that personal and organizational predictors and life satisfaction significantly relate to work-life balance.

The above discussion shows that empirical evidences vary greatly across the studies on the benefits of flexible working hours on employee performance in commercial banks. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in

order to support one view or the other, this study has been conducted.

The major objective of the study is to examine the benefits of flexible working hours on employee performance in Nepalese commercial banks. Specifically, it examines the relationship of work life balance, job satisfaction, job motivation, stress level, and work load management with benefits of flexible working hours on employee performance in Nepalese commercial banks.

The remainder of this study is organized as follows: section two describes the sample, data, and methodology. Section three presents the empirical results and final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data which were collected from 126 respondents through questionnaire. The study employed convenience sampling method. The respondents' views were collected on work life balance, job satisfaction, job motivation, stress level, work load management, and employee performance. This study is based on descriptive as well as causal comparative research designs.

The model

The model used in this study assumes that employee performance depends upon flexible working hour. The dependent variable selected for the study is employee performance. Similarly, the selected independent variables are work life balance, job satisfaction, job motivation, stress level, and work load management. Therefore, the model takes the following form:

Employee performance = f (job satisfaction, work life balance, job motivation, stress level, work load management)

More specifically,

$$EP = \beta_0 + \beta_1 JS + \beta_2 WLB + \beta_3 JM + \beta_4 SL + \beta_5 WLM + e$$

Where,

EP = Employee performance

JS = Job satisfaction

WLB = Work life balance

JM = Job motivation

SL = Stress level

WLM = Work load management

Employee performance was measured using a 5-point Likert scale where the

respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “I feel that my productivity has increased due to flexible working hours”, “I have been able to achieve my performance targets more effectively” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.874$).

Job satisfaction was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “I feel more satisfied with my job knowing that I have flexible working hours”, “The ability to adjust my working hours contributes to my overall job satisfaction” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.892$).

Work-life balance was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “Flexible working hours significantly improve my ability to balance work and personal life”, “I find that flexible working hours allow me to manage my personal commitments more effectively” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.902$).

Job motivation was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “Flexible working hours significantly boost my motivation to excel in my job”, “I am more motivated to perform well knowing that I have flexibility in my working hours.” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.918$).

Stress level was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “Flexible working hours help me manage and reduce my stress levels effectively”, “I feel less stressed at work because of the flexibility in my working hours” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.907$).

Workload management was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 5 for strongly agree and 1 for strongly disagree. There are 5 items and sample items include “Flexible working hours enable me to manage my workload more efficiently”, “With flexible working hours, I can better prioritize tasks and manage my workload effectively” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.922$).

The following section describes the independent variables used in this study along with the hypothesis formulation

Job satisfaction

Kaya *et al.* (2010) examined the influence of human resource management activities and organizational climate on job satisfaction in Turkish banks. The study found that job satisfaction has a positive impact on employee performance. Likewise, Rahman and Hoque

(2014) showed that employee job satisfaction and employee performance which is needed for improving the productivity of the united commercial Bank. Similarly, Faroque *et al.* (2020) found that salary, efficiency, fringe supervision and co-worker relation were the most important factors contributing to job satisfaction. Moreover, Crossman and Abou-Zaki (2003) showed that female employees are less satisfied with all facets except pay; lower educated employees were least satisfied and self-reported job performance was found to increase with tenure. Likewise, Rahman *et al.* (2012) stated that payment, healthy relationship with colleagues, sense of accomplishment, adequate information available to do task, ability to implement new ideas are the most important to enhance the level of job satisfaction. Similarly, Awamleh and Fernandes (2007) found that core job dimensions had not shown any impact on job satisfaction but had significant impact on employee performance. Moreover, Faroque *et al.* (2014) showed that age, tenure, ability, emotions, values, attitudes and personality have strongly significant impacts on job satisfaction. Lovely *et al.* (2019) stated that a strong positive association between employee empowerment and job satisfaction.

H₁: There is a positive relationship between job satisfaction and employee performance.

Work life balance

Varatharaj and Vasantha (2012) stated that the relationship of work life balance and employee performance in a sample of Pakistani employees and revealed a positive relationship between the two variables and suggested that supportive management can be minimizing conflict. Similarly, Obiagel *et al.* (2015) showed that the influence of work life balance policies have found positive towards employee's job satisfaction and their overall performance. Likewise, Hill *et al.* (2010) found that there is a significant relationship between work-life balance and employee commitment of commercial banks in Rivers State. Moreover, Okolocha *et al.* (2022) argued that Work Life Balance significantly influences employee's performance of commercial banks in Rivers State, Nigeria. Similarly, Yadav *et al.* (2014) showed that work-life balance is the ability of a person to balance the demands of work with their personal and family needs. Likewise, Atheya and Arora (2014) the balance of work life is an important problem to be considered for all employees and organization. Moreover, Akanji *et al.* (2015) stated that there is a significant relationship between workforce diversity dimensions and employees' performance in Nigerian banks.

H₂: There is a positive relationship between work life balance and employee performance.

Job motivation

Shahzadi *et al.* (2014) showed that the performance of firms is influenced by many things in which employee motivation is the main factor if employees are more motivated then performance of organization will also enhance. Likewise, Paaïs and Pattiruhu (2020) stated that the practical implications of the outcomes related to improving job motivation in order to motivate them and improve their performance. Similarly, Octaviannan *et al.* (2017) found that Palestinian banks needs to adapt and develop their motivation system in order to satisfy all employees' moral needs. Moreover, Guay *et al.* (2010) showed that motivation is important for successful companies because it refers the underlie behavior which is characterized by willingness and volition that intrinsic motivation is animated by personal enjoyment, interest, or job satisfaction ultimately employee performance will be more

productive. Likewise, Zameer *et al.* (2014) argued that the overall output of an organization results from job motivation of employee. Similarly, Aktar *et al.* (2012) stated that there is strong relationship between job motivation and employee performance.

H₃: There is a positive relationship between job motivation and employee performance.

Stress level

Stress levels refer to the degree or intensity of mental or emotional strain experienced by an individual in response to various external or internal pressures, such as work demands, personal responsibilities, or life events. Likewise, Hendriks *et al.* (2015) found that the employee gets affected by external factors of stress (environmental factors of seating arrangement, restroom facilities, server problem) it can be bearable, compared to the employee getting affected by internal pressure which cannot be sorted in the working environment. Moreover, Bamba (2016) stated that the lack of administrative support from the boss(manager), work overload and time pressure, the riskiness of job, poor relationship with customers and co-workers, and work-family imbalance cause stress which in turns decrease employee performance. Likewise, Silva *et al.* (2012) found that the poor performance of financial service employees with high level of stress. Similarly, Hakro *et al.* (2022) found that a direct positive influence between work overload and turnover intentions. Moreover, Goetzel *et al.* (2010) argued that the implementing interventions such as flexible work arrangements, wellness programs, and mindfulness initiatives can reduce stress levels and enhance performance among bank employees. Jena (2022) found that the effectiveness and profitability of all banking institutes depend greatly on employee performance. Khan *et al.* (2017) showed that strong employee performance can boost a bank's credibility along with improving financial profit and brand image. Masoom and Hoque (2018) stated that stress is the ubiquitous outcome of contemporary lives and a common result of modern-day activities.

H₄: There is a negative relationship between stress level and employee performance.

Workload management

Workload management in commercial banks involves strategies and processes aimed at effectively distributing and handling the tasks and responsibilities among employees to ensure optimal performance and productivity while mitigating stress. Virgolino *et al.* (2017) found that the time pressure, work schedule, role ambiguity, noise, information overload, and repetitive actions are among the factors influencing workload. Likewise, Bruggen (2015) showed that the workloads which can improve employee performance refers to moderate workloads. The length of time required to complete work, the complexity of information received, and the nature of work schedules can contribute to the perceived demands of a job. Similarly, Rajan (2017) argued that the crucial for organizations to recognize the impact of workload on employee well-being and performance. Moreover, Tufail and Sultan (2019) found that the challenges associated with workload manifest in different forms, including the pressure of completing too many responsibilities and doubts about one's ability to fulfill specific tasks. Allen and Martin, (2017) showed that the maintaining a healthy work-life balance through effective workload management reduces stress and burnout, leading to improved employee performance. Likewise, Malkovich and Fagan (2018) found that the prioritizing tasks based on importance and urgency leads to better employee performance as

it allows for focused effort on critical activities.

H₅: There is a positive relationship between workload management and employee performance.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents Kendall's Tau coefficients between dependent and independent variables. The correlation coefficients are based on 126 observations. The dependent variable is EP (Employee performance). The independent variables are JS (Job satisfactions), WLB (Work life balance), JM (Job motivations), SL (Stress level), and WLM (Work-load management).

Variables	Mean	S.D.	EP	JS	WLB	JM	SL	WLM
EP	4.312	0.787	1					
JS	4.300	0.703	0.692**	1				
WLB	4.335	0.728	0.719**	0.695**	1			
JM	4.316	0.726	0.716**	0.695**	0.737**	1		
SL	4.345	0.707	-0.743**	0.677**	0.765**	0.750**	1	
WLM	4.359	0.761	0.737**	0.664**	0.708**	0.710**	0.779**	1

Note: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 shows that job satisfaction is positively correlated to employee performance. It indicates that higher the job satisfaction, higher would be the employee performance. Similarly, work life balance is positively correlated to employee performance. It indicates that higher the work life balance, higher would be the employee performance. Likewise, job motivation is positively correlated to employee performance. It indicates that higher the motivation from the job, higher would be the employee performance. Further, stress level is negatively correlated to employee performance. It indicates that higher the stress level, lower would be the employee performance. In addition, work load management is positively correlated to employee performance. It indicates that proper process of forecasting, planning, distributing, scheduling, and monitoring people's workload on organizations lead to increase in employee performance.

Regression analysis

Having indicated the Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it shows the regression results of job satisfaction, work life balance, job motivation, stress level, and work load management on employee performance.

Table 2

Estimated regression results of job satisfaction, work-life balance, job motivation, stress level, and work load management on employee performance

The results are based on 126 observations using linear regression model. The model is $EP = \beta_0 + \beta_1JS + \beta_2WLB + \beta_3JM + \beta_4SL + \beta_5WLM + e$ where the dependent variable is EP (Employee performance). The independent variables are JS (Job satisfactions), WLB (Work life balance), JM (Job motivations), SL (Stress level), and WLM (Work-load management).

Model	Intercept	Regression coefficients of					Adj. R_bar²	SEE	F-value
		JS	WLB	JM	SL	WLM			
1	0.465 (1.753)	0.895 (14.688)**					0.636	0.475	215.748
2	0.584 (2.244)*		0.895 (14.688)**				0.631	0.478	211.013
3	0.642 (2.414)*			0.850 (13.996)**			0.616	0.489	195.895
4	0.203 (0.871)				-0.946 (17.841)**		0.721	0.416	318.304
5	0.679 (2.768)*					0.833 (15.026)**	0.646	0.468	255.790
6	0.102 (0.407)	0.505 (5.510)**	0.470 (5.314)**				0.702	0.429	146.086
7	0.085 (0.352)	0.434 (4.863)**	0.246 (2.368)*	0.399 (3.696)**			0.731	0.408	112.136
8	0.255 (1.138)	0.321 (3.780)**	0.102 (0.901)	0.232 (2.671)**	-0.514 (4.965)**		0.755	0.373	106.837
9	0.252 (1.127)	0.289 (3.267)**	0.022 (0.207)	0.255 (2.593)**	-0.443 (3.774)**	0.120 (1.253)	0.776	0.372	86.193

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (**) and (*) indicate that the results are significant at 1 percent and 5 percent level respectively.
- iii. Employee performance is dependent variable.

The regression results show that the beta coefficients for job satisfaction are positive with employee performance. It indicates that job satisfaction has a positive impact on employee performance. This finding is consistent with the findings of Kaya *et al.* (2010). Similarly, the beta coefficients for work life balance are positive with employee performance. It indicates that work life balance has a positive impact on employee performance. This finding is consistent with the findings of Okolocha *et al.* (2022). Likewise, the beta coefficients for job motivation are positive with employee performance. It indicates that job motivation has a positive impact on employee performance. This finding is consistent with the findings of Paais and Pattiruhu (2020). Further, the beta coefficients for stress level are negative with employee performance. It indicates that stress level has a negative impact on employee performance. This finding is consistent with the findings of Bamba (2016). In addition, the beta coefficients for work load management are positive with employee performance. It indicates that work load management has a positive impact on employee performance. This finding is consistent with the findings of Bruggen (2015).

4. Summary and conclusion

Flexible working arrangements are emerging issues in human resource management. Employee in any organization needs to balance between personal life and work responsibilities

if the employee performance is to be achieved. Flexible work arrangement (FWA) is useful for achieving the more efficient use of human resources (HR) because they provide an opportunity to allocate employees and their time depending on the nature of work that has to be done. The interest and importance of flexible work arrangement is increasing especially among the banks' staff who have been found of using more time at office and on the road in cities making them arrive home lately and leaves early in order to beat traffic. A flexible work arrangement includes: flexibility in the scheduling of hours worked, such as alternative work schedules (e.g., flex time and compressed workweeks), and arrangements regarding shift and break schedules; flexibility in the number of hours worked, such as part-time work and job shares; and flexibility in the place of work, such as working at home or at a satellite location. Decentralized and flexible work arrangements have been proclaimed by different researchers as a way for companies to reduce expenses, cope with variations in demand, and be more attractive for employees.

This study attempts to examine the benefit of flexible working hours on employee performance in Nepalese commercial banks. The study is based on primary data of 126 respondents.

The major conclusion of this study is that job satisfaction, work life balance, job motivation, and work load management have positive impact on employees' performance. It indicates that higher the job satisfaction, work life balance, job motivation, and work load management, higher would be the employee performance. However, stress level has a negative impact on employee performance. It indicates that higher the stress level, lower would be the employee performance. The study also concludes that job satisfaction is the most significant factor followed by work-life balance that determine the performance of employees in Nepalese banking sector.

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