

**FLEXIBLE WORKING ARRANGEMENTS ON EMPLOYEE  
PERFORMANCE IN KERICHO COUNTY REFERRAL HOSPITAL,  
KENYA**

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## DECLARATION

This research project is my original work and has not been presented for a degree or other award in any university.

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## **DEDICATION**

This work is dedicated to my family members; Nelly, Levis, Ashley and Ivy for the continued support and encouragement. I dedicate this work to my parents Hosea Kimutai and Christine Kiprono for being a source of inspiration throughout my study.

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## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENTS</b> .....	<b>iv</b>
<b>TABLE OF CONTENTS</b> .....	<b>v</b>
<b>LIST OF TABLES</b> .....	<b>viii</b>
<b>LIST OF FIGURES</b> .....	<b>ix</b>
<b>OPERATIONAL DEFINITION OF TERMS</b> .....	<b>x</b>
<b>ABBREVIATIONS AND ACRONYMS</b> .....	<b>xi</b>
<b>ABSTRACT</b> .....	<b>xii</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the Study .....	1
1.1.1 Flexible Working Arrangement.....	1
1.1.2 Employee Performance.....	2
1.1.3 Kericho County Referral Hospital.....	3
1.2 Statement of the Problem.....	3
1.3 Objectives of the Study .....	4
1.3.1 General Objective .....	4
1.3.2 Specific Objectives .....	4
1.4 Research Hypotheses .....	5
1.5 Significance of the Study .....	5
1.6 Scope of the Study .....	6
1.7 Limitations of the Study.....	6
1.8 Organization of the study .....	7
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	<b>9</b>
2.1 Theoretical Review .....	9
2.1.1 Spill Over Theory .....	9

2.1.2 Self-Determination Theory .....	10
2.1.3 Vroom’s Expectancy Theory .....	10
2.2 Empirical Review.....	11
2.2.1 Shift Work and Employee Performance .....	12
2.2.2 Part Time Working and Employee Performance.....	14
2.2.3 Temporary Contracts and Employee Performance.....	15
2.2.4 Flexi-Time and Employee Performance .....	16
2.3 Summary of Literature Review and Research Gaps .....	17
2.4 Conceptual Framework.....	22
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>25</b>
3.1 Research Design.....	25
3.2 Population of the Study.....	25
3.3 Sampling Design .....	26
3.4 Data Collection Instrument .....	27
3.5 Validity and Reliability of Research Instrument .....	27
3.5.1 Reliability of Research Instrument .....	27
3.5.2 Validity of Research Instrument.....	28
3.6 Data Analysis and Presentation .....	28
3.7 Ethical Considerations .....	32
<b>CHAPTER FOUR: DATA ANALYSIS, DISCUSSION AND</b>	
<b>INTERPRETATION .....</b>	<b>33</b>
4.1 Respondent Analysis and Discussion .....	33
4.2 Flexi working Arrangement.....	40
4.3 Inferential Analysis .....	49
<b>CHAPTER FIVE: CONCLUSION AND RECOMMENDATION.....</b>	<b>54</b>
5.1 Summary .....	54
5.1.1 Work Shift .....	54

5.1.2 Part time.....	55
5.1.3 Temporary Contract.....	55
5.1.4 Flexi Time.....	55
5.2 Conclusion .....	56
5.3 Recommendation .....	56
5.3.1 Recommendation on further study.....	57
<b>REFERENCES.....</b>	<b>58</b>
APPENDICES .....	61
Appendix I: Introductory Letter.....	61
Appendix II: Covering letter to respondent .....	62
Appendix III: Questionnaires.....	63
Appendix IV: Graduate School Approval Letter .....	70
Appendix V: NACOSTI Approval Letter.....	71
Appendix VI: Ministry of Education Approval Letter .....	72
Appendix VII: County Commissioner Approval Letter .....	73

## LIST OF TABLES

Table 2.1: Summary of Research Gaps.....	20
Table 3.1: Target Population.....	26
Table 3.2: Distribution of Sample Size.....	27
Table 3.3: Operationalization and measurement of variables.....	30
Table 4.1: Reliability test (SPSS vs 21).....	33
Table 4.2: Age.....	33
Table 4.3: Gender.....	35
Table 4.4: Working Duration.....	36
Table 4.5: Academic Qualification.....	37
Table 4.6: Job Position.....	38
Table 4.7: Terms of Employment.....	39
Table 4.8: Work shift.....	40
Table 4.9: Part time.....	42
Table 4.10: Temporary contract.....	44
Table 4.11: Flexi time.....	46
Table 4.12: Employee performance.....	48
Table 4.13: Coefficient of determinant and correlation (SPSS 21.0).....	49
Table 4.14: Work Shift and Performance ANOVA (SPSS 21.0).....	50
Table 4.15: Part Time and Performance ANOVA (SPSS 21.0).....	50
Table 4.16: Work Shift and Performance ANOVA (SPSS 21.0).....	51
Table 4.17: Flexi Time and Performance ANOVA (SPSS 21.0).....	51
Table 4.18: Flexi Arrangement and Performance ANOVA (SPSS 21.0).....	51
Table 4.19: Regression model.....	52



## LIST OF FIGURES

Figure 2.1: Conceptual Framework .....	23
Figure 4.1: Age .....	34
Figure 4.2: Pie chart for gender .....	35
Figure 4.3: Academic level bar chart .....	36
Figure 4.4: Academic Qualification .....	37
Figure 4.5: Job Position .....	38
Figure 4.6: Job Position .....	39

## OPERATIONAL DEFINITION OF TERMS

<b>Employee Performance</b>	The favorable expected employee outcomes in terms of productivity, Customer satisfaction, job satisfaction and employee turnover.
<b>Flex Time</b>	Starting and finishing work at provided time which is convenient for the employee.
<b>Flexible Work Arrangement</b>	Working arrangements which allows the employee to be allocated duties according to his/her availability in terms of time and work to be done.
<b>Flexible Working</b>	Refer to shift work, part-time, temporary, contracts and flexi time.
<b>Productivity</b>	Refers to the perceive work effort expected by an employee.
<b>Work Life Balance</b>	It is managing work and family responsibilities without the influence either into work and family responsibilities.

## **ABBREVIATIONS AND ACRONYMS**

<b>CIPD</b>	Chartered Institute of Personnel and Development
<b>E.P</b>	Employee Performance
<b>FWA</b>	Flexible Work Arrangement
<b>J.S</b>	Job Satisfaction
<b>OSH</b>	Occupational Health and Safety
<b>SPSS</b>	Statistical Package for Social Sciences
<b>WB</b>	Work Life Balance

## ABSTRACT

Despite availability of flexible working arrangements in the public hospitals to enhance the productivity of the health care personnel, performance in most public hospitals remains wanting. Furthermore, the extent to which flexible work arrangements relates to employee productivity, customer satisfaction, employee satisfaction and turnover of health personnel and thus performance remain unclear in public hospitals. The purpose of the research project was to carry out research on flexible working patterns on employee performance in Kericho county referral hospital in Kericho County. The research examined the following objectives; to assess the effects of part time working, to investigate the effects of work shift, to determine the effects of flexi time and to establish the effects of temporary contracts on employee performance. The findings of the study would lead to equipping and improvement of the management of referral hospital regarding knowledge and skills on how to come up with flexible working for employee performance. The study was guided by Vroom's Expectancy Theory. The study adopted descriptive research design. The target population was stratified into top management, doctors, clinical officers, nurses and subordinates consisting of 111 employees of Kericho County Referral Hospital. A sample of 104 staff of Kericho referral hospital was selected using stratified sample techniques and from each strata simple random sampling was used. The data was collected using closed and open ended questionnaire where validity of the research instrument was determined by peer's expert judgment and by researcher's supervisor and piloting. The reliability of the questionnaire was established by Cronbach Alpha formula. The data was analyzed using descriptive statistics with the aid of statistical package of social sciences (SPSS), the results were presented using tables and charts. The finding indicated that flexi working strategies was significant to performance of employees in an organization. It was noted that the performance contributed by flexi working methods were 22.9% while other factors which was not measured was 77.1%. Temporary contract, work shift and part time working were positive significant predictors while flexi time positive but not significant to performance. The study recommended that temporary contract, work shift and part time had positive effect performance hence should be adopted. Further research is required on flexi time and performance.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

Employees need a comfortable environment for high performance. Flexible working arrangements are tailored according to the type, line and structure of the organization. The flexibility of work enables employees to be satisfied and hence low job turnover.

#### **1.1.1 Flexible Working Arrangement**

Flexible working arrangements are actually emerging issues in human resource management field. The world is becoming a global village, hence as an employee in any organization the balance between personal life and work responsibilities should not be ignored, if the employee performance is to be achieved. Employee performance is defined as work related task that is expected on employees and how well the task was done. The performance can be measured monthly, quarterly, semi-annually or annually to be able to provide improvement of identified segment in the business (Dessler, 2008). Armstrong (2009) added that it is an element of both motivation and abilities of employee. The author addresses that it can be improved through careful placing and training programs with right incentive both monetary and non-monetary to improve the overall performance of the organization.

Flexible working relates, to an organization's working arrangement in terms of working time, working location and pattern of working (Chartered Institute of Personnel and Development). Flexible working arrangements like flexible part time, shift work, compressed work hours and job sharing are often used to help employees in balancing their family and work life (Lim & Teno, 2000) during 'core hours' which

is usually fixed or a period between the latest permissible starting time and earliest permissible finishing time.

Shift work is a set of periods of working, often designed to provide 24-hour cover as a three-shift systems or sometimes operating as a two-shift system or a 'twilight shift' which lasts from say, 5 pm to 9 pm. Part-time work is where an employee's contracted hours are less than the standard full-time hours which can involve working only number of hours over any number of days. A temporary contract is employing extra staff on short-term contracts of varying length (weekly, monthly, and 6-monthly) (Cole, 2002). Flexi time is whereby a full time employee schedules his/her time so that at the end of the day he/she should have covered the number of our required of him to cover.

### **1.1.2 Employee Performance**

The performance of employee in flexible working environment can be broken into; Productivity, customer satisfaction, job satisfaction and employee turnover. Productivity is critical for the long term competitiveness and profitability of the organization (Chow & Howe, 2006). Customer satisfaction is where the facility (hospital) services surpass the client expectation. The concept of job satisfaction is defined by Spector (1997) as an attitudinal variable, that represents the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. Turnover is where an employee willingly or forced by circumstances to exit a job in an organization. These concepts were elements were used for development of employee performance.

### **1.1.3 Kericho County Referral Hospital**

A referral hospital is the hospital in which health care providers at lower levels of the health system, who lack the skills, the facilities or both to manage a given clinical condition, seek the assistance of the providers who are better equipped or specially trained to guide them in managing or to take over responsibility for a particular episode of a clinical condition in a patient (Almazrou, Al-shehri & Kao 1990).

Kericho county referral Hospital is a public hospital located in Township Sub location, Township Location in Ainamoi Constituency, Kericho County. Some of the basic services offered include Anti-Retroviral Therapy, Community-based Integrated Management of Childhood Illnesses, Family Planning, Home Based Care, and in-Patient Department. Hours of operation are 24 Hours from Monday to Sunday with a bed capacity of 600 and 300 staff personnel. Employment flexible work is crucial in hospital setup because of the 24 hours' sensitivity of inpatient. These would allow the nurses and medical personnel to save life even at night. This arrangement need to be formulated by the hospital administration and management.

### **1.2 Statement of the Problem**

It is widely observed that health provision in public hospitals in Kenya is not of the desired quality. Many have raised this concern, for example, Ministers of health during the fifty-second session of the WHO Regional Committee for Africa (WHO 2002) observed that productivity and service delivery in most public hospitals in Africa is very poor. Despite availability of flexible work arrangements in the public hospitals employee performance in terms of customer satisfaction, job satisfaction and employee turnover remains wanting.

The problem is even more in public hospital especially referral centers or level five hospital in Kenya. Productivity and job satisfaction has led to continuous strikes of nurse, doctors and health practitioners. The health care sector has faced numerous challenges. It has been noted in media reports. Jane, Simon & Amos (2015) noted the need of flexi work arrangement specially to serve the expectant mothers and critical patients at any time. Most of the referral or level five hospital need employees to be there at 24 hours and on the 7 days of the week hence affecting employee performance argued by Okemwa, (2016).

Furthermore, the extent to which flexible work arrangements relates to employee productivity, innovation, employee satisfaction a turnover of health personnel and thus performance remain unclear in public hospitals (Wang & Walumbwa, 2007). The study investigated flexible working arrangements on employee performance in Kericho County Referral hospital in Kericho, Kenya.

### **1.3 Objectives of the Study**

The study objectives were given by general and specific objectives;

#### **1.3.1 General Objective**

The main objective of this study was to examine flexible working arrangement on employee performance in Kericho County Referral hospital in Kericho, Kenya.

#### **1.3.2 Specific Objectives**

- i) To investigate the effect of shift working arrangements on employee performance in Kericho County Referral Hospital.
- ii) To assess the influences of part time working on employee performance in Kericho County Referral Hospital.



iii) To establish the effects of temporary contracts on employee performance in Kericho County Referral Hospital.

iv) To determine the influences of flexi time on employee performance in Kericho County Referral Hospital.

#### **1.4 Research Hypotheses**

The study was guided by the following hypotheses:

H<sub>01</sub>: There is no significant effect of shift working arrangements on employee performance in Kericho County Referral Hospital.

H<sub>02</sub>: There is no significant influence of part-time working on employee performance in Kericho County Referral Hospital.

H<sub>03</sub>: There is no significant effect of temporary contracts on employee performance in Kericho County Referral Hospital.

H<sub>04</sub>: There is no significant influence of flexi-time on employee performance in Kericho County Referral Hospital.

#### **1.5 Significance of the Study**

This research was of much importance to the following: -

Kericho referral hospital finds this research as a tool to facilitate flexible working organizational performance by using the recommendations from researcher's work.

Also it will help to gain better understanding of flexible working so as to improve on the practice and achieve organizational goals. The study equips and improves the researcher on acquiring knowledge and skills on how to come up with flexible

working on employee performance working techniques. The researcher uses this research as a reference on the same subject for further research.

This is of much importance to the departments who direct link to the Kericho referral hospital in such a way that management relationship is much efficient and will come to emulates. In future any lecturer my request his students to carry out the same research if possible in the same hospital. Using this researcher compared the two if there is any correlation.

### **1.6 Scope of the Study**

The study was conducted at Kericho County referral hospital-Kericho in 2017. Kericho is one of the biggest referral in south rift and with high number of employees. The study covered work shifts, part time, temporary contracts, flexi time, productivity, customer satisfaction, job satisfaction and employee turnover. The target population was from the top management, doctors, clinical officers, nurses and subordinates which were randomly selected. The study adopted descriptive research design. The data was collected by administering closed and open ended questionnaire based on five Likert scales with a specified time limit to be filled. The study was done within September to August 2017, where data were collected through the entire Kericho Referral Hospital. This allow humble time for data collection, analysis and discussion.

### **1.7 Limitations of the Study**

The study limited itself to only one hospital. For more conclusive report, all referral hospitals in the country should be studied. The study handled the views of all stakeholders in health sector because this would need considerable time and resources. The study was committed to the top management cadre, clinical offices

nurse and subordinate employees in the hospital because of their accessibility. The limitation of information was tackled through good sampling technique, ensuring reliability and viability of the data collected.

Furthermore, employees who was on annual, paternity leave and maternal leave are in accessible for the study as they were not in their place of work and was not therefore used for the research study. Some of the respondents who may be having vital source of information were not willing to disclose which could make this study successful. More data could have been collected through interviewing employees, but the management of the organization was not willing to let their employees to be interviewed. The researcher ensured that the questionnaire would accomplish all the objective of the research through validation and reliability tests. Randomization in sampling ensured a well representation of the ideology of different respondent.

### **1.8 Organization of the study**

Chapter one provide the study with the background information, problems, aims, significance and scope of the study. Chapter two provides literature from scholars that are crucial to the study. The literature comprises of theoretical review which are concepts and postulate that has been create to explain flexi work arrangement and employee performance. It also has empirical review of other literature related with the study area. It also assess the gaps in the theories and empirical review of other studies. This then develop the conceptual framework based. Chapter three contains research design, population of the study, sample size, data collection data analysis. The methodology provides the framework of how the research is going to be conducted. Chapter four is the result summaries and interpretation. Lastly chapter five the gave

the conclusion and recommendation for the study as well as the recommendation for further studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Theoretical Review**

According to Brathwaite (2003) he argued that theatrical framework is a necessity to scholar where two or three theories are selected to fit the title of the paper. The study utilized three relevant theories: Spill over theory, Self-determination theory and Vrooms Expectancy theory.

##### **2.1.1 Spill Over Theory**

Spill over theory was postulated in 1979 by Piotrkowski. The theory actually talks about work and family life. The author advocated that job related factors and family related factors should be in equilibrium for employees to be productive, brings about customer satisfaction, have job satisfaction and control their employee turnover. The theorem was to control work related stress or family life relate stress so that it does not spill over to work or family life (Greenhaus & Beutell, 2010).

Greenhaus and Beutell (2010) supported the theory and in fact added some other factors which determine employee performance he talked about attitude, stress and emotions and said that work life balance is vital but the later issues should be controlled. This means that social imbalance affects the work efficiency and effectiveness of an individual employee.

This theory is important to the study because it addresses issue of work life balance which is indicated by flexible working patterns. The relevance the theory was based on job satisfaction. Though the theory does not tackle employee performance.

### **2.1.2 Self-Determination Theory**

Self-determination theory was developed by Ryan and Deci in 2000. Self-determination theory brings about the issue of autonomous motivation. Voluntary motive makes employees prefer temporary contracts as a form of flexible working since it brings about better productivity, new ideas (innovations) which at long run yields job satisfaction to the employees. De Cuyper and De Witte (2010) claimed that self-motivation theory can be categorized into: autonomous which relates to relationships such as family, controlled motives such as power and instrumental which relates to achieving specific goals.

They further said that for productivity, controlled employee turnover, job satisfaction and customers' satisfaction employees should be motivated through issues like flexible working arrangements. This theory is important to the study due to the fact that a temporary contract is one form of employment which actually helps in determining employee performance in any given organization. Though the theory is relevant it does not shed light on employee performance.

### **2.1.3 Vroom's Expectancy Theory**

Vroom's expectancy theory was developed by Vroom in 1964. According to this scholar, flexible working arrangements is vital since it helps in determining the employee performance. This theory actually brings on board three concepts; valence concept asserts that employee performance may be strengthened through rewards, innovations and low employee turnover, the second concept is expectancy where employee will be motivated by having the ability, job satisfaction, customer satisfaction which increases employee productivity and thus better employee performance. The last principle is the instrumentality concept where employee is

rewarded by being innovative, productive and better employee turnover which yield job satisfaction to the employees hence better performance.

Nyberg (2010) supported this theory and highlighted that when employee is subjected to flexible working conditions the employee turnover will controlled, productivity of the individual will be enhanced thus employee will become innovative at long run all this yield job satisfaction to the employees hence determining employee performance.

This theory is important to the study because for employee performance to realized motivating factor should be brought on and this is actually by use of flexible working patterns.

Hence it is clear that the vroom's expectancy theory is applicable to the study because it brought out the independent variables that's is part time working, work shift, temporary contracts and flexi time which employers expect employees to better productivity, bring innovation employee turnover hence job satisfaction since all the variables was captured by this theory thus it forms foundation of the study. The three theories discussed provide an anchor for the present research by considering the effects of flexible working on employee performance.

## **2.2 Empirical Review**

Studies across the world have shown that both public and private organizations are implementing work-life balance initiatives, among them flexible work arrangement, to minimize on the negative effects of work-life imbalance and hence tap on the associated benefits which include but not limited to increased productivity, increased employee morale, increased customer service, increased employee commitment, and reduced absenteeism (Hughes, 2007; Todd, 2004).

### **2.2.1 Shift Work and Employee Performance**

According to Cole (2002) shift –work is utilizing more hours during a 24-hour cycle by incorporation more than one; working day’ for instance 3 blocks of 8 hours, 2 blocks of 8 hours, 2 blocks of 12 hours or some other variant advantage of shift-work is that it can provide 24 hour cover it is required. It enables more man hours to be worked than the typically day work system. It takes place outside the official working hours (8.30 a.m-5p.m) day. It can be in a form of night shift, evening, early morning and rotating shifts

This type of flexible work option is actually designed so that the services in the hospital are provided 24/7 so as to make sure emergency issues is taken care of. It is indeed frequently applied in healthcare where doctors practice but mostly applied by nurses due to the fact that they represent a large portion in the healthcare. According to International Labor Organization (ILO) working in shifts help the employees to succeed one another at the workplace so that the establishment can operate longer than hours of work of an individual worker at different daily and night hours. Shift arrangement is vital practice since it helps in reducing accidents, fatigue which in long run productivity in the organization will be realized.

Jane, Simon and Amos (2015) in their study on the Effect of flexibility in work arrangements programmes on job satisfaction of nurses in public hospitals in Nakuru county, Kenya established that public hospitals in Nakuru town, Nakuru County exempted expectant or breastfeeding nurses from night-shifts; that the existence of half-day work-shifts for nurses enable them to attend to their personal issues without stress and that night-offs given to the nurses after night-duty enable them to release stress and attend to family responsibilities easily. Second, the study established that



flexibility in work arrangements used by public hospitals in Nakuru town had a strong effect on behavioral aspect, moderate effect on cognitive aspect and weak effect on affective aspect of job satisfaction of nurses. In general, the results revealed that there is a statistically significant positive relationship between flexibility in work arrangements and job satisfaction of nurses indicated by strong positive correlation of 56.5%. This confirms a study done by Heejung (2007), which viewed flexible work arrangements as a business imperative to achieve strategic priorities such as higher employee productivity, job satisfaction, and lower absenteeism. This research reported a positive relationship between work time flexibility and job satisfaction of employees. Thus implementation of flexible work arrangements programmes at the work place enhances job satisfaction of employees.

Customer satisfaction is where the facility (hospital) services surpass the client expectation. Flexible employment provides new awareness and innovative concepts into an organization. The concept of job satisfaction is referred to as an attitudinal variable, which interpret is one likes or dislike their task given (Spector, 1997). It resembles Locke, (1976), who mentioned it as enjoyable or positive expressive state consequential from the evaluation of one's work or expenditures. The indicators of lack of job satisfaction include high employee turnover, poor performance, absenteeism, increased complaints and accidents.

Turnover is where an employee willingly or forced by circumstances to exit a job in an organization. Nel, Werner, Haasbroek, Poisat, Sono and Schultz (2008) define staff turnover as the movement of employees in and out of the boundaries of the organization. According to Mayhew (2014) as cited in Demand Media, when employees lack the training necessary to become more productive, their performance

suffers and they will either leave off their own volition for jobs that provide training and employee support for instance flexible working in the health care.

### **2.2.2 Part Time Working and Employee Performance**

According to Cole (2002) part-time work is employing people for a few hours each week (up to 21 hours) usually on regular/permanent basis. Part-time working is advantageous to employers in that it is particularly useful for meeting need for ‘bursts’ of work activity for instance in hospitals where there is shortage of medical personnel. It also applies in shelf-filling in a supermarket.

Part time work has become an important form of employment in that people now combines education and also raising family. This part-time also been used to operational flexibility which in turn brings better employee performance. Household Income and Labor Dynamics in Australia (HILDA) survey indicated that part time workers have higher level of satisfaction with their work hours and flexibility than full time workers and equally satisfied with their pay. This type of flexible working option makes employee have manageable workload, brings about less work-family conflicts and also attracts well qualified employees thus the productivity level of employees will go up hence better performance.

Muchiti and Gachunga (2015) in his title Influence of work life balance on employee productivity in Kenya; Milimani law courts Nairobi from their study revealed that flexible working schedules influenced positively employee productivity at judiciary. The study found out that it influenced employee productivity at judiciary to a great extent. The study also established that respondents agreed technological resources that allow flex time, part time and timework influenced employee productivity at

judiciary. The variable was statistically significant at the 0.05 level of significance and influence was of great strength on employee productivity at judiciary.

### **2.2.3 Temporary Contracts and Employee Performance**

Temporary contracts are hard to determine since its evaluation is based on the job to be done. There not been clear view on the benefits or cost attached to the temporary employment. This has created divided view based on lack of commitment, insecurity, expensive, low esteem, high absenteeism and low performance (Armstrong, 2009). Though it can be considered as a way to evaluate the employee for further consideration making manager not make the wrong choose as well as used in job fluctuating industries to regulate balance or satisfy a job undertaking. Dessler (2008) added that it may be productive and cheaper in recruiting and training, though the overall cost is more by 20% to 50% as compared to some who is permanent employee.

Innovation is path dependent, for instance the new methods or products are dependent on the organizational culture, social environment and accumulated previous knowledge. Grant (1991) assumes therefore that organizational capabilities are inexhaustible on short-run temporary or part-time contracts for example stimulus projects which was devised by the government.

When the flexibility to hourly workers, workplace productivity will be improved, when employees work in shifts they will be less distracted, exhibit a better attitude and performance better on the job. When employees are happy, excited and energetic about their work they will be able to produce more and this enhanced performance. Employees who were undertaking workplace flexibility practices were able to work longer hours before experiencing negative impact on their work-family balance.

Control over time, flexibility and pace of work is important in predicting positive levels of commitment and productivity for all employees.

#### **2.2.4 Flexi-Time and Employee Performance**

According to Cole (2002), Flexi time enable employee to vary their working hours within agreed parameters and provided they attend during a “core” time it has some potential benefits for instance, it gives employee more control over scheduling personal responsibilities on either end of the work day.

Arguments for a positive relationship between flexible employment contracts and innovation can also be found. Following the approaches of Matusik and Hill (1998), not necessarily only internal resources are used for innovation. Instead, innovation depends much more on the effective utilization of technology and knowledge, even beyond internal capacities can be seen as complementary innovation input factors. Especially in the cases of open source projects, the use of external resources is crucial.

Okemwa (2016) researched on relationship between flexible working arrangement and commitment of nurses in public hospitals in Kenya agreed with Powers (2004 cited in Muchiti and Gachunga, 2015) who observes that employees with greater control over work schedules are more likely to show increased engagement, commitment, retention and job satisfaction. Hill, Hawkins, Ferris and Weitzman (2010) argues that flexible work arrangements enable employees to manage their work and family responsibilities harmoniously. Hill, Hawkins, Ferris and Weitzman (2010) view is supported by Dalcos and Daley (2009) who revealed that flexible work arrangement such as flex time allows employees to choose when, where and for how long they engage in work-related tasks, thus enhance engagement. Williams (2000), Chow and Howe's, (2006) revealed that work arrangements where employees'

participation is incorporated shows higher levels of concentration, and performance. It is therefore evident that flexible work arrangement is very significant in enhancing employees' commitment, quality service delivery in the public hospitals and thus client satisfaction.

According to research such as the European Foundation, (2007) flexible work arrangements are viewed as a business imperative to adhere strategic priority such as higher employer productivity, job satisfaction, innovation and lower absenteeism. Furthermore, James, Breugh and Kathleen, (2008) in their research examined the relation between the use of family-friendly employment practices (flexi time, pat – time, shift work, flexible working hours and family leaves) and work family conflict. The findings of the study suggested that employers that are concerned about work family conflict would be wise to offer family friendly practices especially. Flexible working hours and supervision to support.

Flexible working generally makes workers to be productive hence high performance to the employee. Employees who are placed on flexible program will be happier at work and less prone to burnout and stress than employees on fixed job hence productivity is realized. Productivity is important for the in long run competitiveness and profitability of the organization (Chow and Howe's, 2006).

### **2.3 Summary of Literature Review and Research Gaps**

In assessment of the theories spill over theory is concern with balance of work with personal life. This support the flexible work still but does not set the boundary on the extent of the balance of work with family life. The spill over theory concentrates on the size of work, stress in work and other work relate fatigue can be passed on family life or the other way round. This is not necessarily the meaning that flexi work is

solution to the balance. There are other factors that can justify spill over theory. Spill over theory supports flexi-work, shift work, part-time work arrangement does not support temporary contract work arrangement since it only assist the employer rather than the employee. Self-determinant theory is based on motivation factors. This can be partly applicable to the flexible working pattern based on the fact that the driving force is motivation. If the flexible work arrangement does not motivate the employee are likely to underperform. The design of which work arrangement can have motivating and others demotivating. In the objective flexi work can work as motivating factor since the arrangement is at the mercy of the employee but part-time, temporary contract and shift-work can sometime be demotivating. Vroom's expectancy theory is based on motivation factors like rewards, innovation and other factors. This can be produce positive or negative performance on the flexible work arrange. There is delink between the theory and the flexi work arrangement based on the fact that it focusses on motivation rather than the performance aspect on the employee. Just like expectancy theory concentrates on motivation rather than flexible working arrangement unless there is a motivating factors out of the work arrangement. Hence there is need gap in all the theories where it focuses only on specific objective or specific concept leaving the flexi work arrange and performance not fully supported.

There several scholars who have concentrated their studies on work shift and part time working arrangement. Less research has been done temporary and flexi-work. This is because most of the organization prefer permanent to temporary contracts. Flexi-work is rarely used because of demand on monitoring and need to maintain

schedule. The summary of empirical gaps of the literature in flexible working arrangement and employee performance is done in the table below.

**Table 2.1: Summary of Research Gaps**

<b>Researcher</b>	<b>Theme/Topic/Objectives</b>	<b>Findings</b>	<b>Gaps</b>	<b>Focus on the current study</b>
Muchiti, and Gachunga, (2015)	Influence of work life balance on employee productivity in Kenya; Milimani law courts Nairobi	Their study revealed that flexible working schedules influenced positively employee productivity at judiciary.	The study focused on employee productivity using.	The current study focused on employee performance.
Jane, Simon and Amos, (2015)	Effect of flexibility in work arrangements programmes on job satisfaction of nurses in public hospitals in Nakuru County, Kenya	established that public hospitals in Nakuru town, Nakuru County exempted expectant or breastfeeding nurses from night-shifts; that the existence of half-day work-shifts for nurses enable them to attend to their personal issues without stress and that night-offs given to the nurses after night-duty enable them to release stress and attend to family	The study focused on job satisfaction of nurses but not on employee turnover using. Which is focused on the current research.	The current study focused on employee turnover. It based on the output of the employee rather than the satisfaction of the employee.



Okemwa, (2016)	Relationship between flexible working arrangement and commitment of nurses in public hospitals in Kenya	Found that employees with greater control over work schedules are more likely to show increased engagement, commitment, retention and job satisfaction.	The research focused on the commitment of nurse rather than employee performance.	The current study focused employee performance in terms of productivity.
Rajan	Impact on nurses turnover on organizational performance Tamilnadus, India	Study has found that increased cost of recruitment, impaired service and morale are the effect of turnover in the organization.	The research was on employee turnover on organizational performance. It was done in India.	The current study focused on flexible working arrangements and employee Performance in Kenya
Anne Marie Hufferberger (2011)	Factors affecting job satisfaction of registered nurses working in the united states.	Personal satisfaction scores are positively correlated with global satisfaction scores as are satisfaction with workload scores.	The study did not investigate on flexible working on employee performance in terms of customer satisfaction.	Research was carried out on flexible working on employee performance in terms of customer satisfaction.

Source: Author (2017)

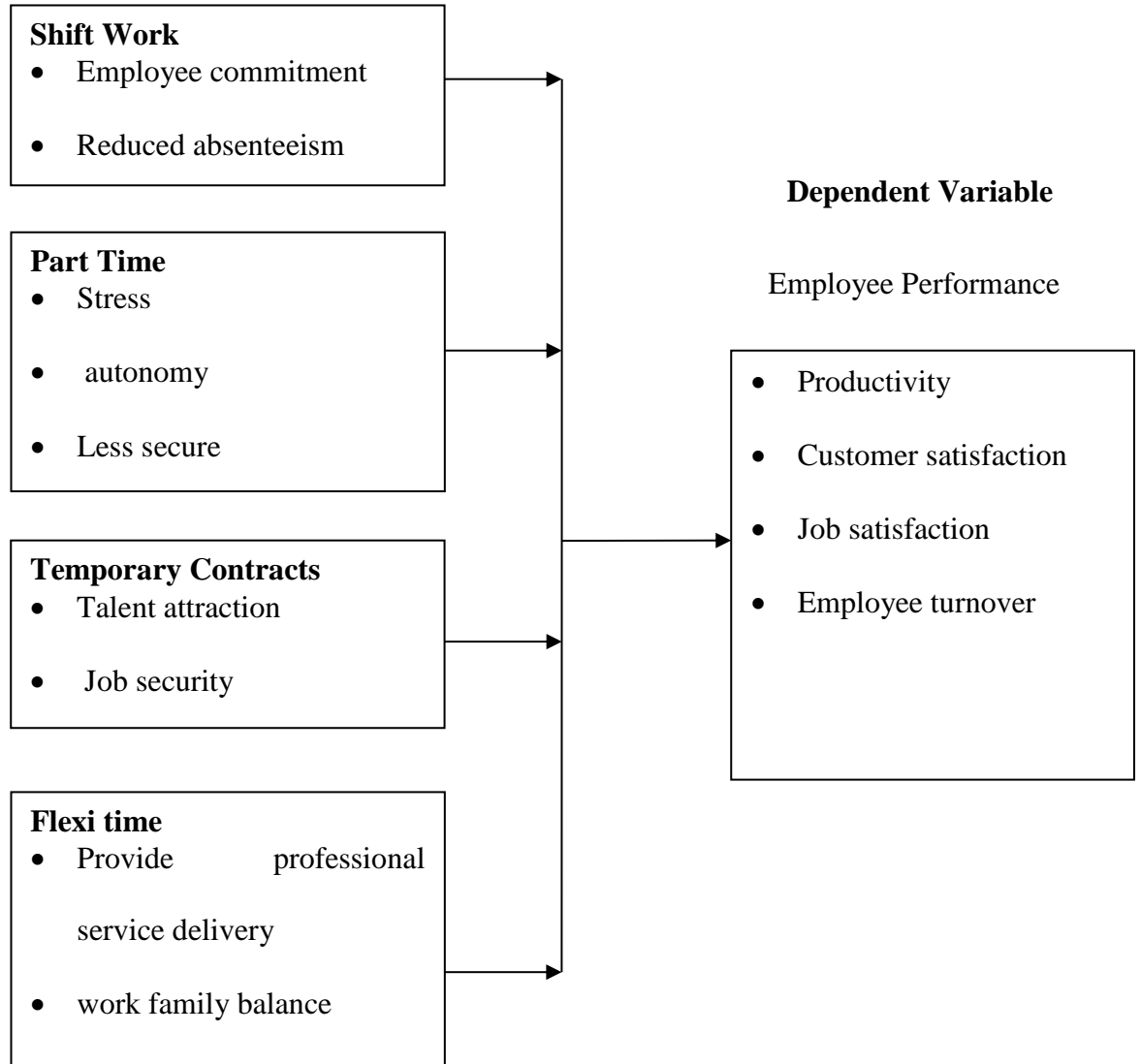
## **2.4 Conceptual Framework**

A conceptual framework helps simplify the proposed relationship between the variable in the study and show the same graphically or diagrammatically (Mugenda, 2003). It gives the researcher's own opinion on the problem and gives direction to the study and shows the relationships of the different constructs that the researcher plans to examine. The conceptual framework as shown in figure 2.1 below is a summary of the relationship between variables that will guide the study. Flexible working (independent variable) is meant to affect the dependent variable which is employee performance.

## Independent Variable

**Flexible**

**Working**



*Figure 2.1:*

**Source: Researcher (2016)**

Flexible working is a very important phenomenon whereby an employee balances between his/her personal interest and the work. The most crucial part of it is that so long as the employee covers what he/she is expected during the day. various flexible working options for instance; part-time, where an employee is employed for a few hours each week less than standard full-time hours for instance in an hospital the medical personnel can be employed to ease the backlog of work occasioned by shortage of the personnel this will determine productivity of the employee hence improves performance. We also have work shift where employees arranges themselves in set of periods of working for instance the first set works from 6A.M to 1200Noon and the next set works from 12 noon to 6 P.M so long as 24hours is covered. Work shift is important since it brings employee's job satisfaction. Flexi time is another flexible working option this is where employees choose when, where and for how long to perform the work related tasks. So long as it covers the required core hours in a working day, this will determine employee turnover in the organization hence improved employee performance. The last flexible working option we are going to discuss in this study is temporary contracts indeed this is where an employee is employed in short term contracts for instance in a weekly basis, monthly or even 6 monthly. This type of work flexibility actually brings innovation due to effective utilization of knowledge by the employees hence yields customer satisfaction.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Design**

Research design spurn the procedures and method used in order to attain the desired information. Adams, Khan, Raeside and White (2007) argued that the research design provides a blueprint or a master plan of research since it fulfills the purpose and test the hypothesis. It guides the method of collecting and analyzing data. The research used descriptive research design. A descriptive research design study was considered based on the ability to describe the features of a specific individual, or of a group. There is control of variables in this design, the researcher has to report the events or data as it is collected (Kothari, 2008).

#### **3.2 Population of the Study**

Mugenda and Mugenda (2003) argued that a population is group of elements, people or phenomenal with some common characteristics. According to Kombo and Tromp, (2006) claimed that a target population is a population in which information are retrieved from. This population helps in determining whether sampled cases are eligible or ineligible for the study. According to the Quality Manual of Kericho county referral hospital there 210 employees across all departments. This forms the target population.

The target population will be top management, doctors, clinical officers, nurses and subordinate staff. Below is a target population.

**Table 3.1: Target Population**

<b>DEPARTMENT</b>	<b>POPULATION(N)</b>
Top Management	12
Doctors	17
Clinical Officers	23
Nurses	46
Subordinate Staff	13
<b>Total</b>	<b>111</b>

**Source: Kericho County Referral Hospital Human Resource Records of 2016**

### **3.3 Sampling Design**

Adams, Khan, Raeside and White, (2007) referred sample frame as a list of elements representing the entire population from which the sample may be drawn. The paper contains of employees selected from Kericho referral hospital. Stratified random sampling and simple random sampling was used to select 111 Staff of Kericho County referral hospital.

According to Mugenda and Mugenda (2003), a sample is section of the entire population from which elements are picked. According to Yamane (1973), the following formula was used to calculate the sample size.

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

Where: n = the desired sample size

N = the estimate of the population size

e = Desire accuracy at .050 level.

**Table 3.2: Distribution of Sample Size**

<b>DEPARTMENT</b>	<b>POPULATION(N)</b>	<b>SIZE</b> $(n = N/(1 + N(e)^2)$
Top management	12	12
Doctors	17	16
Clinical officers	23	22
Nurses	46	41
Subordinate staff	13	13
<b>Total</b>	<b>111</b>	<b>104</b>

**Source: Researcher (2016)**

### **3.4 Data Collection Instrument**

The study utilized primary study, in which questionnaires were prepared by the researcher to collect the data. Mugenda (2003) argues that questionnaires were cheaper to administer in a large population, its less subjective, the respondent has more time to answer and convenient for the unreachable respondent. The questionnaire contained questions in a five- point Likert scale. The questionnaires will be comprised of both open and closed ended questions and it was administered through” drop and pick later technique” where the questionnaire was hand delivered to the respondents and collected after three days.

### **3.5 Validity and Reliability of Research Instrument**

The section test both reliability and validity of the research instrument that was used.

#### **3.5.1 Reliability of Research Instrument**

Creswell (2009) defines reliability as a degree to which a research instrument yields steady results or data after repetitive trials. Reliability in research is influenced by random error. As random error increases reliability decreases and vice versa. Unreliability of data actually occurs when the coding of the study is not accurate also

the issue of both interviewer and interviewee fatigue and bias may cause reliability error. In order to test reliability of the instruments a reliability coefficient computed. This established the extent to which the questionnaires are in position to elicit the same responses every time it is administered. A Cronbach's Alpha coefficient of 0.7 is considered reliable for the study (Paton, 2001). The study had cronbach's Alpha coefficient of 0.77 which was obtained using Statistical Package for Social Science (SPSS).

### **3.5.2 Validity of Research Instrument**

According to Mugenda (2003) validity is the degree to which results obtained from the analysis of the data actually represent the phenomenon under the study. Validity, therefore, has to do with how accurately the data obtained in the study represents the variables of the study. Content validity was determined by supervisors, peers and experts who examined the instruments so as to evaluate the suitability of the items and to find out its relevance to the variables and objectives of the study. Experts' remarks helped in revising and improvement of the instrument. Face validity was also tested through the passing to research expert and supervisors for guidance on the instrument.

### **3.6 Data Analysis and Presentation**

Data analysis involved data coding, data punching and data analysis (Gatara, 2010). Before analysis, the data collected was checked for completeness and consistency; Data analysis will be done using both qualitative and quantitative approaches. Descriptive Data will be analyzed using descriptive statistics mean, and standard deviation and inferential statistics using multiple linear regression analysis. The computer application package for social sciences, SPSS (Statistical Package for Social



Sciences) was used to aid in the analysis. The multiple linear regression model for the study was:

$$Y = 1.566 + 0.183X_1 + 0.173X_2 + 0.232X_3 - 0.011X_4 + \varepsilon$$

Where;

Y = employee performance

X<sub>1</sub> = shift work

X<sub>2</sub> = part time working

X<sub>3</sub> = Temporary contracts

X<sub>4</sub> = Flexi time

**Table 3.3: Operationalization and measurement of variables**

Variable	Type of variable	Indicators	Quantification of variables	Measurement
Flexible working arrangement	Independent	<b>Shift Work</b> <ul style="list-style-type: none"> <li>• Employee commitment</li> <li>• absenteeism</li> </ul>	Employee commitment in terms of time in hours worked.  Amount of effort in man hours used by employee to achieve organizational success  Number of hours performing out his tasks.  Number of days an employee attends work	Rating scale from 1-5  Nominal scale
		<b>Part Time</b> <ul style="list-style-type: none"> <li>• Stress</li> <li>• autonomy</li> <li>• Work pressure</li> </ul>	Number of complaints received from employee related stress.  Number of tasks an employee performs in a given period.  Amount of workload set aside for an employee to complete.	Rating scale from 1-5  Nominal scale
		<b>Temporary Contracts</b> <ul style="list-style-type: none"> <li>• Knowledge and skills attraction</li> <li>• Employment status</li> </ul>	Number of employees entering the organization at a given period.  Number of employees moving out of the organization at a given period.  Number of times an employee is able to accomplish the task in a given period.  The time an employee spends with an employee	Rating scale from 1-5  Nominal scale

		<b>Flex time</b> <ul style="list-style-type: none"> <li>• professional service delivery</li> <li>• Efficiency</li> <li>• Work family conflicts</li> </ul>	<p>The number of employees in the organization in a given period.</p> <p>The number of clients feedback</p> <p>The number of cases reported by employees related to family conflicts.</p> <p>The number of reports of mortality in the facility</p>	<p>Rating scale from 1-5</p> <p>Nominal scale</p>
Employees performance	Dependent	<b>Productivity</b>	Number of actual patients compared	<p>Rating scale from 1-5</p> <p>Nominal scale</p>
		<b>Customer Satisfaction</b>	Number of customer care staff in the organization	<p>Rating scale from 1-5</p> <p>Nominal scale</p>
		<b>Job Satisfaction</b>	The number of days an employee attends work	<p>Rating scale from 1-5</p> <p>Nominal scale</p>
		<b>Employee turnover</b>	The number of employees entering into and leaving the organization period.	<p>Rating scale from 1-5</p> <p>Nominal scale</p>

Source: Author (2017)

### **3.7 Ethical Considerations**

The following ethical considerations were taken account during the study; the research was authorized by graduate school, National Commission for Science Technology and Innovation (NACOSTI), County ministry of education and County Commissioner. Hence ensuring that all conditions are within the set standards of conducting research without affecting anybody or organization. Informed consent from the participants in the study was necessary so as to gain trust and confidence in the objectives of the study which was purely of academic nature maintenance and observation of confidentiality was crucial especially for participants who preferred anonymous for either official or personal reasons for fear of reprisals or other.

## CHAPTER FOUR

### DATA ANALYSIS, DISCUSSION AND INTERPRETATION

#### 4.1 Respondent Analysis and Discussion

The researcher tested the reliability of the answered questionnaire and found out the following results.

**Table 4.1: Reliability test (SPSS vs 21)**

Variable	Cronbach's Alpha	Number of Questions
Shift work	0.781	%
Part time work arrangement	0.824	5
Temporary contracts	0.766	5
Flexi time	0.801	5
Performance	0.802	5

*Source: Research data (2017)*

The research was established to be reliable since all the questionnaires passed the recommended Cronbach's Alpha threshold of 0.7 (Patton, 2002).

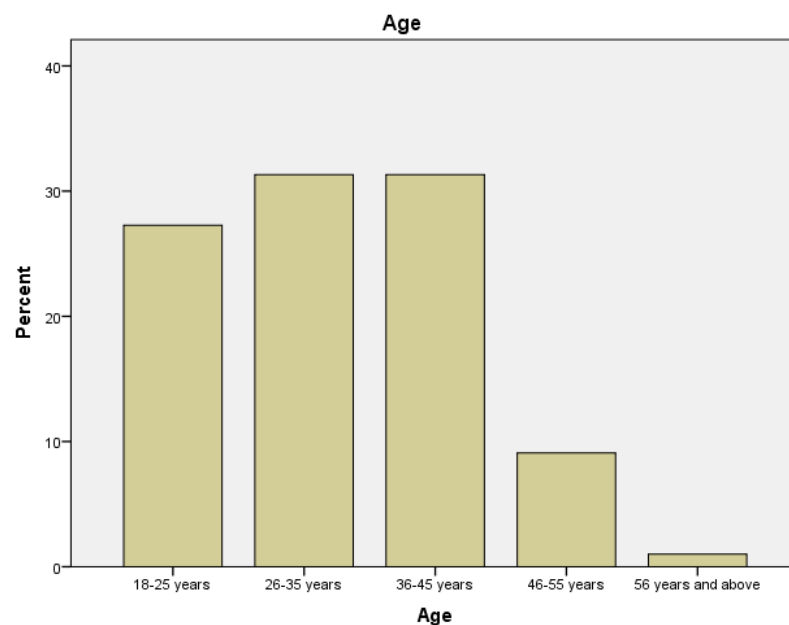
The respondents were 99(95.2%) of the total respondent. It showed a high respondent rate as compared with Punch (2005) who commented that the response rate should be over 80% of the total respondents.

**Table 4.2: Age**

	Frequency	Percent
Valid 18-25 years	27	27.3
26-35 years	31	31.3
36-45 years	31	31.3
46-55 years	9	9.1
56 years and above	1	1.0
Total	99	100.0

*Source: Research data (2017)*

The age of the respondents was collected indicated that about 27(27.3%) were 18-25 years, 31(31.3%) 26-35 years, 31(31.3%) 36-45 years, 9(9.1%) 46-55 years and 1(1.0%) were over 56 years. The finding indicated the largest number of employees come from age bracket of 26-45 years. This is the midlife age of most of the employees. Younger generation on white color jobs are more than those that are older generation. The largest set of respondent were of age between 26-35 years and 36-45 years.



*Figure 4.1: Age*

**Source: Survey data (2017)**

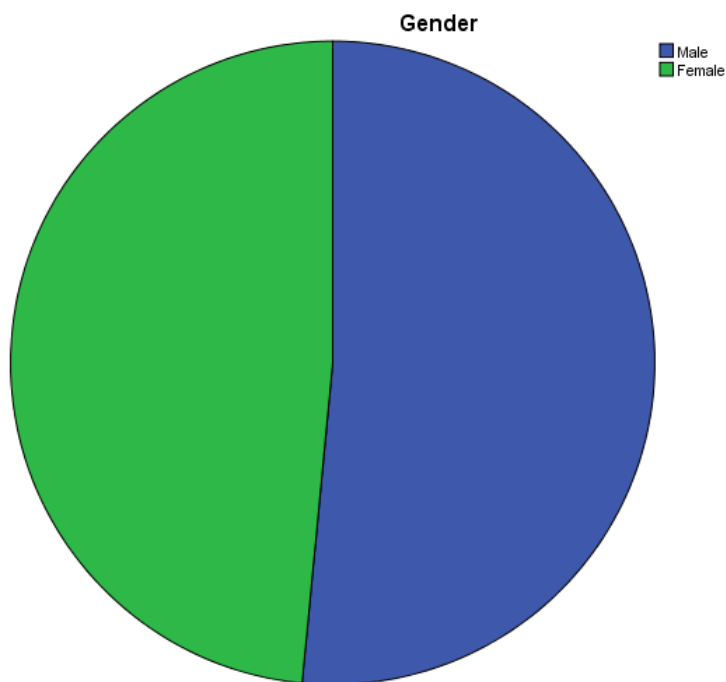
The age of the respondent increases from age of 18 years and reach its peak at the age of 35 years then drop in the later part of human life. The least number of respondent were those who were over 56 years. This is because most of the age bracket have gone to retirement.

**Table 4.3: Gender**

		Frequency	Percent
Valid	Male	51	51.5
	Female	48	48.5
	Total	99	100.0

*Source: Research data (2017)*

Males were 51(51.5%) of the total respondent and 48(48.5%) female. The gap between female and male is not that significant difference.



*Figure 4.2: Pie chart for gender*

*Source: Survey data (2017)*

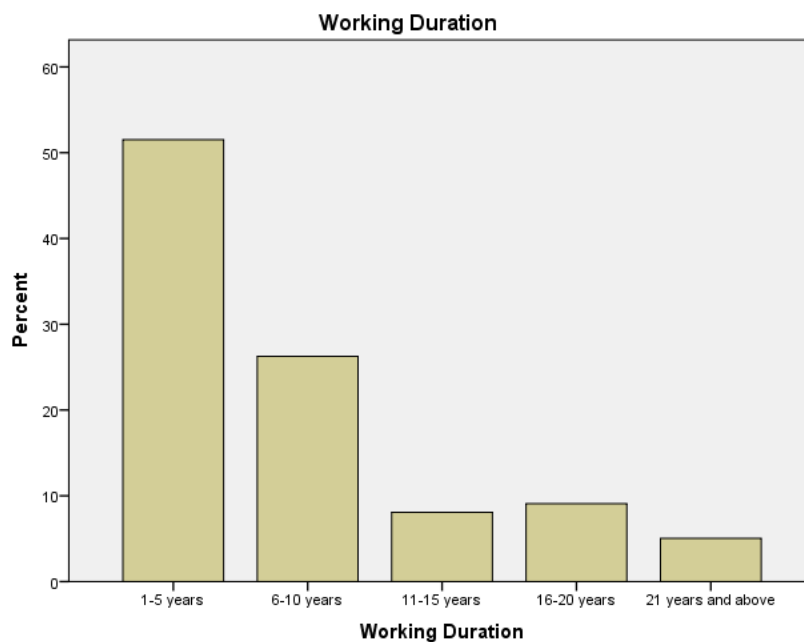
The pie chart (figure 4.2) showed equality in gender representation.

**Table 4.4: Working Duration**

	Frequency	Percent
Valid 1-5 years	51	51.5
6-10 years	26	26.3
11-15 years	8	8.1
16-20 years	9	9.1
21 years and above	5	5.1
Total	99	100.0

*Source: Research data (2017)*

Job turnover was very high as indicated by 51(51.5%) respondent were 1-5 years and 6-10 years who have worked within 6-10 years. Eleven years and above are few than 0-11 years indicating high job turnover.



*Figure 4.3: Academic level bar chart*

*Source: Survey data (2017)*



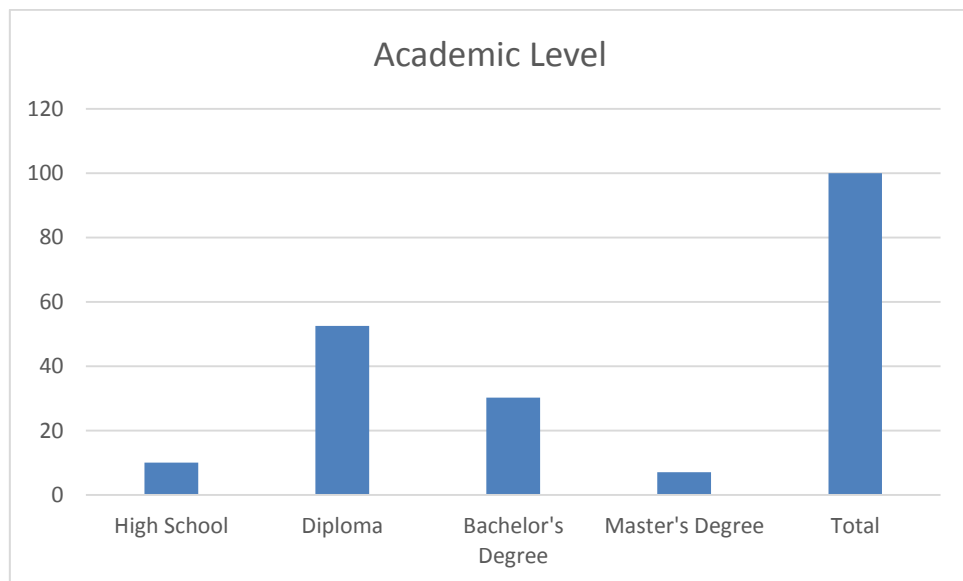
The rate of turnover increase as the employee become unproductive. They tend to change to stable jobs in the government and private companies that ensure general employee development and growth.

**Table 4.5: Academic Qualification**

		Frequency	Percent
Valid	High School	10	10.1
	Diploma	52	52.5
	Bachelor's Degree	30	30.3
	Master's Degree	7	7.1
	Total	99	100.0

*Source: Research data (2017)*

The highest education level in the hospital employees were those from diploma 52(52.5%) followed by the degree 30(30.3%).



*Figure 4.4: Academic Qualification*

*Source: Survey data (2017)*

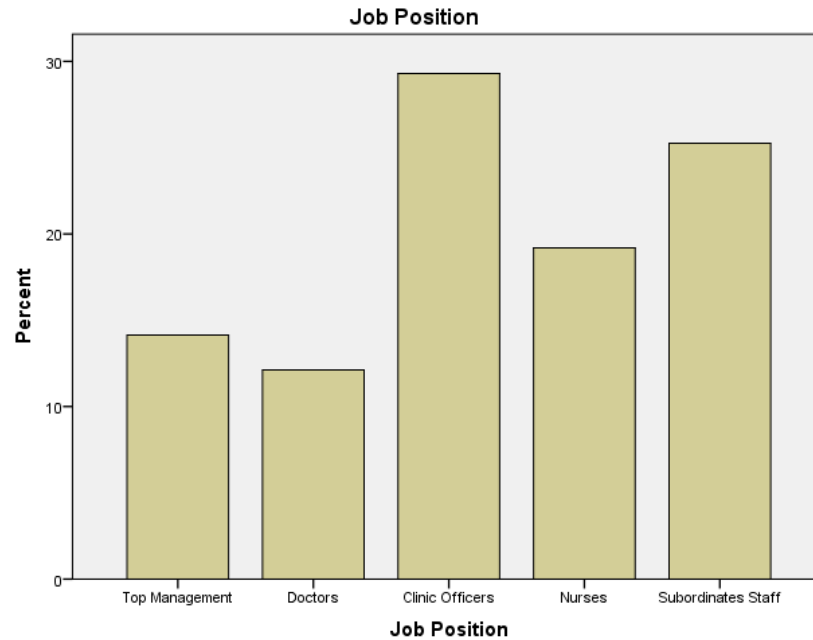
The distribution assumes a normal where the largest come from diploma followed bachelor degree. Sourcing of educated human resource is important to ensure high production of the organization.

**Table 4.6: Job Position**

		Frequency	Percent
Valid	Top Management	14	14.1
	Doctors	12	12.1
	Clinic Officers	29	29.3
	Nurses	19	19.2
	Subordinates Staff	25	25.3
	Total	99	100.0

*Source: Research data (2017)*

The distribution of employees was 14(14.1%) top management, 12(12.1%) doctors, 12(12.1%) clinic officer, 19(19.2%) nurses and 25(25.3%) subordinate staff.



*Figure 4.5: Job Position*

*Source: Survey data (2017)*

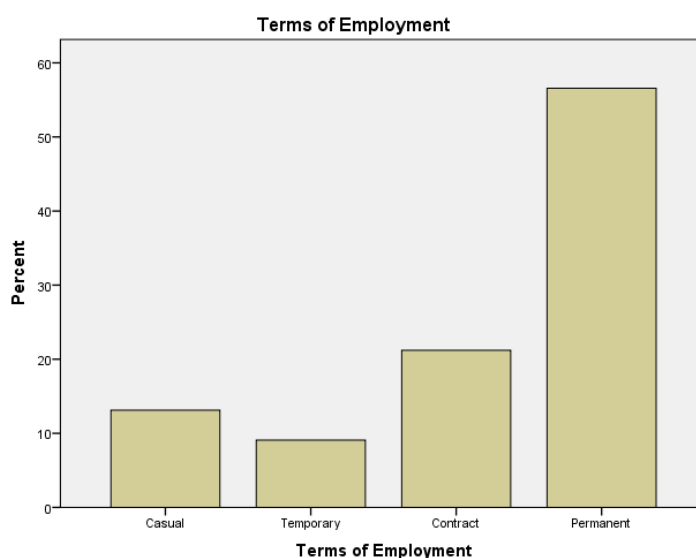
The proportion are in the following order clinic officers, subordinates, nurses, top management and doctors from the biggest to smallest number.

**Table 4.7: Terms of Employment**

	Frequency	Percent
Casual	13	13.1
Temporary	9	9.1
Valid Contract	21	21.2
Permanent	56	56.6
Total	99	100.0

*Source: Research data (2017)*

The highest number of terms of payment was 56(56.6%) permanent employees, 21(21.2%) contract, 13(13.1%) casual and 9(9.1%) temporary in that respective order. The permanent employees were the highest since it enables the employer to sustain the organization or the institution. It was followed by contract to work on jobs that fluctuate with time and are no mandatory. Jobs that are small and does not need experience but hands-on labor for casual and temporary for transitory or fulfilling a short term labor.



*Figure 4.6: Job Position*

*Source: Survey data (2017)*

The permanent job is higher than any other type of job terms to ensure stability of the organization. Contract jobs follows and other the same.

#### 4.2 Flexi working Arrangement

The flexi working arrangement were evaluated which include work shift, part time, temporary and flexi time. The responses were assessed using a Likert scale where SA = 5 for strongly agreed, A = 4 agreed, N = 3 neutral, D = 2 disagreed and SD = 1 strongly disagreed.

**Table 4.8: Work shift**

Details	5(SA)	4(A)	3(N)	2(D)	1(SD)	Mean
Work shift determine employee commitment	12(12.1%)	54(54.5%)	16(16.2%)	11(11.1%)	6(6.1%)	3.5556
Work shift influence amount of effort	13(13.1%)	59(59.6%)	15(15.2%)	7(7.1%)	5(5.1%)	3.6869
Work shift affect number of hours of performance	13(13.1%)	32(32.3%)	22(22.2%)	22(22.2%)	10(10.1%)	3.1616
Work shift reduces absenteeism	33(33.3%)	32(32.3%)	14(14.1%)	12(12.1%)	8(8.1%)	3.7071
Work shift determine employee performance	29(29.3%)	28(28.3%)	7(7.1%)	19(19.2%)	16(16.2%)	3.3535

*Source: Research data (2017)*

Work shift was used to determine employee commitment and 12(12.1%) strongly agreed, 54(54.5%) agreed, 16(16.2%) neutral, 11(11.1%) disagreed and 6(6.1%) strongly disagreed. The significant effect of work shift to employee commitment was moderate (mean of 3.5556).

On work shift influencing the amount of effort 13(13.1%) strongly agreed, 59(59.6%) agreed, 15(15.2%) neutral, 7(7.1%) disagreed and 5(5.1%) strongly disagreed. It was determined that the work shift importantly improved the amount of effort used by the employee (mean of 3.6869).

About 13(13.1%) strongly agreed that Work shift affect number of hours of performance, 32(32.3%) agreed, 22(22.2%) neutral, 22(22.2%) disagreed and 10(10.1%) strongly disagreed. To a moderate extent work shift has affected the number of hours of performance (mean of 3.1616).

Concerning the evaluation of work shift as factor that reduces absenteeism 33(33.3%) strongly agree, 32(32.3%) agreed, 14(14.1%) neutral, 12(12.1%) disagreed and 8(8.1%) strongly disagreed. Work shift somewhat reduced absenteeism in the work place (mean of 3.7071).

Regarding work shift determining employee performance 29(29.3%) strongly agreed, 28(28.3%) agreed, 7(7.1%) neutral, 19(19.2%) disagreed and 16(16.2%) strongly disagreed. Work shift was significant to performance of the organization (mean of 3.3535).

The study findings showed that work shift strategy was significant to the performance of the Hospital. This concurred with Jane, Simon and Amos (2015) study, who argue that work shift increased engagement, commitment, job retention and satisfaction in Nakuru County public hospitals.

**Table 4.9: Part time**

<b>Details</b>	<b>5(SA)</b>	<b>4(A)</b>	<b>3(N)</b>	<b>2(D)</b>	<b>1(SD)</b>	<b>Mean</b>
Part time work lower stress	26(26.3%)	40(40.4%)	10(10.1%)	12(12.1%)	11(11.1%)	3.5859
Part time work determine task done	19(19.2%)	35(35.4%)	10(10.1%)	22(22.2%)	13(13.1%)	3.2525
Part time provide less autonomy affecting workload	18(18.2%)	33(33.3)	26(26.3%)	15(15.2%)	7(7.1%)	3.4040
Part time determine performance per period	15(15.2%)	40(40.4%)	16(16.2%)	12(12.1%)	16(16.2%)	3.2626
Part time affect performance	15(15.2%)	44(44.4%)	14(14.1%)	14(14.1%)	12(12.1%)	3.3636

**Source: Research data (2017)**

On part time work as factor that reduce stress 26(26.3%) strongly agreed, 40(40.4%) agreed, 10(10.1%) neutral, 12(12.1%) disagreed and 11(11.1%) strongly disagreed. Part time reduces significantly stress of employees (mean of 3.5859).

Part time work determines number of task done; 19(19.2%) strongly agreed, 35(35.4%) agreed, 10(10.1%) neutral, 22(22.2%) disagreed and 13(13.1%) strongly disagreed. Part time working method was found to be important and determined the number of task done in the organization (mean of 3.2525).

According to the findings 18(18.2%) strongly agreed that part time provide less autonomy on workload, 33(33.3) agreed, 26(26.3%) neutral, 15(15.2%) disagreed and 7(7.1%) strongly disagreed. It indicates that part time to some extent affected the workload (mean of 3.4040).

Part time determine performance per period and 15(15.2%) strongly agreed, 40(40.4%) agreed, 16(16.2%) neutral, 12(12.1%) disagreed and 16(16.2%). In moderate extent it improves of performance (mean of 3.2626).

Fifteen (15.2%) strongly agreed that part time affects performance, 44(44.4%) agreed, 14(14.1%) neutral, 14(14.1%) disagreed and 12(12.1%) strongly disagreed. There was significant effect of part time working strategy on the performance of the organization (mean of 3.3636). Cole (2002) found positive relationship between part time and performance of employee based on its flexibility. This concurs with the findings above.

**Table 4.10: Temporary contract**

<b>Details</b>	<b>5(SA)</b>	<b>4(A)</b>	<b>3(N)</b>	<b>2(D)</b>	<b>1(SD)</b>	<b>Mean</b>
Temporary contract influence moving in to a firm	25(25.3%)	32(32.3%)	16(16.2%)	20(20.2%)	6(6.1)	3.5051
Temporary contract affects moving out of firm	23(23.2%)	43(43.4%)	13(13.1%)	12(12.1%)	8(8.1%)	3.6162
Temporary contract attract new knowledge	28(28.3%)	38(38.4%)	15(15.2%)	10(10.1%)	8(8.1%)	3.6869
Temporary contract influence employee ability	25(25.3%)	36(36.4%)	11(11.1%)	15(15.2%)	12(12.1%)	3.4747
Temporary contract determine performance	31(31.3%)	36(36.4%)	11(11.1%)	10(10.1%)	11(11.1%)	3.6667

*Source: Research data (2017)*

Twenty-five (25.3%) strongly agreed that temporary contract influence moving in to a firm, 32(32.3%) agreed, 16(16.2%) neutral, 20(20.2%) disagreed and 6(6.1%) strongly disagreed. The effect is significant (mean of 3.5051).

The temporary contract affects employees moving out of firm was 23(23.2%) strongly agreed, 43(43.4%) agreed, 13(13.1%) neutral, 12(12.1%) disagreed and 8(8.1%) strongly disagreed. It significantly causes the movement (mean of 3.6162).



On temporary contract attracting new knowledge 28(28.3%) strongly agreed, 38(38.4%) agreed, 15(15.2%) neutral, 10(10.1%) disagreed and 8(8.1%) strongly disagreed and quite important in affecting new knowledge (mean of 3.6869).

Temporary contract as an influence on employee ability 25(25.3%) strongly agreed, 36(36.4%) agreed, 11(11.1%) neutral, 15(15.2%) disagreed and 12(12.1%) strongly disagreed. It leads to some increase in employee ability (mean of 3.4747).

Approximately 31(31.3%) strongly agreed that temporary contract affected the performance, 36(36.4%) agreed, 11(11.1%) neutral, 10(10.1%) disagreed and 11(11.1%) strongly disagreed. It significantly affects the performance of the organization (mean of 3.6667).

Temporary contract influence performance of the organization. These findings concur with Matusik and Hill (1998), who found positive relation between flexible employment contracts and innovation. The positive effect of temporary contracts can be related with the though Matusik and Hill (1998) concentrated in innovation more than the organization performance.

**Table 4.11: Flexi time**

Details	5(SA)	4(A)	3(N)	2(D)	1(SD)	Mean
Flexi time affects employees in a firm on work period	8(8.1%)	34(34.3%)	27(27.3%)	21(21.2%)	9(9.1%)	3.1111
Flexi time influence clients feedback	20(20.2%)	29(29.3%)	24(24.2%)	17(17.2%)	9(9.1%)	3.3434
Flexi time affects number of family conflict report	10(10.1%)	30(30.3%)	26(26.3%)	24(24.2%)	9(9.1%)	3.0808
Flexi time controls scheduling responsibility	12(12.1%)	39(39.4%)	25(25.3%)	11(11.1%)	12(12.1%)	3.0808
Flexi time determine performance	22(22.2%)	39(39.4%)	19(19.2%)	9(9.1%)	10(10.1%)	3.5455

*Source: Research data (2017)*

Flexi time effect on employees in a firm on per given period and 8(8.1%) strongly agreed, 34(34.3%) agreed, 27(27.3%) neutral, 21(21.2%) disagreed and 9(9.1%) strongly disagreed. It is therefore somehow important (Mean of 3.1111).

Concerning flexi time influencing clients' feedback 20(20.2%) strongly agreed, 29(29.3%) agreed, 24(24.2%) neutral, 17(17.2%) disagreed and 9(9.1%) strongly disagreed, is therefore significant (mean of 3.3434).

On flexi time affecting number of family conflict reports 10(10.1%) strongly agreed, 30(30.3%) agreed, 26(26.3%) neutral, 24(24.2%) disagreed and 9(9.1%) strongly disagreed. It has somehow influence (mean of 3.0808).

Twelve (12.1%) strongly agreed that flexi time controls scheduling responsibility, 39(39.4%) agreed, 25(25.3%) neutral, 11(11.1%) disagreed and 12(12.1%) strongly disagreed. Quite often flexi time been controls scheduling of responsibility (mean of 3.0808).

Those who strongly agreed that flexi time determines performance were 22(22.2%), 39(39.4%) agreed, 19(19.2%) neutral, 9(9.1%) disagreed and 10(10.1%) strongly disagreed. Flexi time is quite important on performance of the organization (mean of 3.5455).

This finding concurred with Dalcas and Daley (2009). Flexi work arrangement has been researched that much but an argument by Dalcas and Daley (2009) revealed that flexi time would allow employee engagement. It was found in this study that it had quite important role in performance of organization if well scheduled.

**Table 4.12: Employee performance**

<b>Details</b>	<b>5(SA)</b>	<b>4(A)</b>	<b>3(N)</b>	<b>2(D)</b>	<b>1(SD)</b>	<b>Mean</b>
Increase productivity provided to patients	4(4.0%)	47(47.5%)	24(24.2%)	16(16.2%)	8(8.1%)	3.2323
Customer satisfaction is affected by customer care staff	15(15.2%)	34(34.3%)	12(12.1%)	28(28.3%)	10(10.1%)	3.1616
Job satisfaction flexibility of working days	10(10.1%)	57(57.6%)	6(6.1%)	22(22.2%)	4(4.0%)	3.4747
Employee turnover on changes	11(11.1%)	40(40.4%)	24(24.2%)	16(16.2%)	8(8.1%)	3.3030
Productivity, customer and job satisfaction, and employee turnover on employee performance	20(20.2%)	42(42.4%)	16(16.2%)	17(17.2%)	4(4.0%)	3.5758

*Source: Research data (2017)*

Performance was evaluated on the ground of increase productivity provided to patients and 4(4.0%) strongly agreed, 47(47.5%) agreed, 24(24.2%) neutral, 16(16.2%) disagreed and 8(8.1%) strongly disagreed. The mean of (3.2323) indicated some significant influence of performance on the number of patients able to assess health care.

On customer satisfaction being affected by customer care staff 15(15.2%) strongly agreed, 34(34.3%) agreed, 12(12.1%) neutral, 28(28.3%) disagreed and 10(10.1%) strongly disagreed. The effect is moderate (mean of 3.1616).

Ten (10.1%) strongly agreed Job satisfaction is influenced by flexibility of working days, 57(57.6%) agreed, 6(6.1%) neutral, 22(22.2%) disagreed and 4(4.0%) strongly disagreed. Flexibility of the working day moderately influence job satisfaction (mean of 3.4747).

On employee turnover changes and 11(11.1%) strongly agreed, 40(40.4%) agreed, 24(24.2%) neutral, 16(16.2%) disagreed and 8(8.1%) strongly disagreed that it affects out migration to some extent (mean of 3.3030).

Regarding productivity, customer and job satisfaction, employee turnover determine employee performance and 20(20.2%) strongly agreed, 42(42.4%) agreed, 16(16.2%) neutral, 17(17.2%) disagreed and 4(4.0%) strongly disagreed. They are somehow important in influencing performance (mean of 3.5758).

Muchiti and Gachunga (2015) and Okemwa (2016) studies concurred with the study. Muchiti and Gachunga (2015) argument found positive employee productivity at judiciary, similar to the study of Okemwa (2016) who also found that performance increased in terms of engagement, commitment, job retention and satisfaction.

### 4.3 Inferential Analysis

The inferential study comprises of coefficient of determination, ANOVA, and Regression analysis.

**Table 4.13: Coefficient of determinant and correlation (SPSS 21.0)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.479 <sup>a</sup>	.229	.197	1.00086

a. Predictors: (Constant), Flexi time, Temporary contract, Part time, Work shift

*Source: Research data (2017)*

The coefficient of determinant (R Square = 0.229) implied 22.9% of the data variation was a result of flexi working strategy on employee performance but 77.1% was due to other factors. These factors include motivation, working environment, management among others.

**Table 4.14: Work Shift and Performance ANOVA (SPSS 21.0)**

		Sum of Squares	df	Mean Square	F	Sig.
Performance * Work shift	Between Groups (Combined)	25.411	4	6.353	6.171	.000
	Within Groups	96.770	94	1.029		
	Total	122.182	98			

*Source: Research data (2017)*

The study found that there was significant effect of work shift on the performance of the employee (F= 6.171, P (0.000) < 0.05).

**Table 4.15: Part Time and Performance ANOVA (SPSS 21.0)**

		Sum of Squares	df	Mean Square	F	Sig.
Performance * Part time	Between Groups (Combined)	23.861	4	5.965	5.703	.000
	Within Groups	98.321	94	1.046		
	Total	122.182	98			

*Source: Research data (2017)*

Table 19 indicated significant influence of part time on employee performance of employee (F = 5.703, P (0.000) < 0.05).

**Table 4.16: Work Shift and Performance ANOVA (SPSS 21.0)**

			Sum of Squares	df	Mean Square	F	Sig.
Performance * Temporary contract	Between Groups	(Combined)	22.049	4	5.512	5.175	.001
	Within Groups		100.133	94	1.065		
	Total		122.182	98			

*Source: Research data (2017)*

The effect of temporary contract on employee performance was significant ( $F = 5.175, P(0.001) < 0.05$ ).

**Table 4.17: Flexi Time and Performance ANOVA (SPSS 21.0)**

			Sum of Squares	Df	Mean Square	F	Sig.
Performance * Flexi time	Between Groups	(Combined)	2.983	4	.746	.588	.672
	Within Groups		119.199	94	1.268		
	Total		122.182	98			

*Source: Research data (2017)*

The results from table 21 indicated that flexi time had no significant influence on the employee performance ( $F= 0.588, P(0.672) > 0.05$ ).

**Table 4.18: Flexi Arrangement and Performance ANOVA (SPSS 21.0)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.020	4	7.005	6.993	.000 <sup>b</sup>
	Residual	94.161	94	1.002		
	Total	122.182	98			

a. Dependent Variable: Productivity, customer and job satisfaction, and employee turnover

Predictors: (Constant), Flexi time, Temporary contract, Part time, Work shift

*Source: Research data (2017)*

The ANOVA table that result from regression analysis indicated that there was significant effect of flexi work strategies on the employee performance ( $F = 6.993$ ,  $P (0.000) < 0.05$ ). Hence the research finding indicate that the organization should adopt flexi arrangement to increase employee performance.

**Table 4.19: Regression model**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.566	.450		3.481	.001
1 Work shift	.183	.074	.243	2.473	.015
Part time	.173	.085	.194	2.049	.043
Temporary contract	.232	.078	.273	2.957	.004
Flexi time	.011	.087	.012	.120	.905

a. Dependent Variable: Productivity, customer and job satisfaction, and employee turnover

**Source: Research data (2017)**

The hypothesis that were to be tested given as follows were determined as follows;

H<sub>01</sub>: There is no significant effect of work shift arrangement on employee performance in Kericho County Referral Hospital. The null hypothesis was rejected, ( $P < 0.05$ ). The research findings indicated that there was significant effect of work shift arrangement on employee performance in hospital.

H<sub>02</sub>: There is no significant influence of part-time working on employee performance in Kericho County Referral Hospital was reject, ( $P < 0.05$ ). This means that part-time working arrangement affect the performance of hospitals in a great way.

H<sub>03</sub>: There is no significant effect of temporary contracts on employee performance in Kericho County Referral Hospital was reject, ( $P < 0.05$ ). Temporary contracts significantly affect the performance employee in hospitals.



H<sub>0</sub>4: There is no significant influence of flexi-time on employee performance in Kericho County Referral Hospital was accepted, (P>0.05). Flexi-time arrange had no effect on the performance of employee.

$$Y = 1.566 + 0.183X_1 + 0.173X_2 + 0.232X_3 + 0.011X_4$$

Employee performance will increase by 0.183 units change in work shift when the other factors are held constant. Employee performance will increase by 0.173, 0.232 and 0.011 units change in part time, temporary contract and flexi time respectively.

The coefficient indicated that temporary contract, part time and work shift affected performance in that order positively while flexi time affected employee performance in the positively but not significant. According to Muchiti and Gachunga (2015) argument, there was significant positive influence of employee productivity at judiciary, which concur with the study.

## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATION

#### 5.1 Summary

The responds rate was 99(95.2%) which was overwhelming high enough to be reliable to the study. Punch (2005) noted that the respondents should be over 80% to consider it as reliable. The age bracket of most of the respondent was between 26-45 years, this is the youth age where they are energetic. The gender were significantly equal in distribution though the male counterpart were still a head in representation over the ladies. The results also indicated high job turnover where the highest number of respondents were between the ages of 1 to 5 years followed by 6 to 10 years but as the age of a person increase the more they move out of the employment. The highest group were the diploma followed by degree graduate in academic qualification. On job position clinical, subordinate staff, nurses, top management and doctors represented the order of representation of the responded. The highest term of employment come from permanent worker then temporary workers. Casual and temporary worker was the least in the order. Meaning that the hospital relied to great extend the permanent employees.

##### 5.1.1 Work Shift

The hospital system allow work shift system based on the fact that most job are 24 hours based on the inpatients. The work shift strategy noted that it significantly affected the employee commitment positively and also enable them to put more effort on their duties. It also affected the number of hours of performance but no to great extent. It implies that it no high effect on the duration of hours one has to be on job. It then reduced absenteeism to a great extent. It was noted that the work shift to a larger

extent determine employees' performance positively. Jane, (2015) noted that work shift in Nakuru public hospital half-day shift enable bread feeding and expectant nurses to attend their personal issues and immensely reduce stress at work.

### **5.1.2 Part time**

Part time was significant reducer of work stress. More over part timing working method determined the number of task done though not a greater extent. It was noted that part time provides autonomy that affected significantly the amount of load done by the employee. The performance per period moderately influenced by the part time strategies in place. This significantly contributed to the performance of employee in the organization.

### **5.1.3 Temporary Contract**

Temporary contract has been adversely used in the major organization to complement a niche or drop in labor force. The study noted that there was significant influence on effect of temporary contract on the employees moving to organization. The moving out of employees also was determined by temporary contract done. Temporary contract improved the abilities of the employees. Where it also found that temporary contract determined significantly the performance of the employee.

### **5.1.4 Flexi Time**

The study results indicated the flexi time to small extent affected the employees in the firm on the period of work. There was significant influence of clients' feedback when flexi time was used. Flexi time had no significant influence to the number of family conflict report. It was also noted that flexi was not significant in terms of it control of scheduling responsibility. The performance of employees as result of flexi time was found to be significant in performance but not to great extent. Okemwa (2016) finding

concur with the study where he found that flexi work scheduling was important to bring increase in engagement, commitment, retention and job satisfaction.

## **5.2 Conclusion**

The study noted that work shift, part time and temporary contract affected significantly contributed positively to the employee performance in an organization. It was noted that flexi time was not significant to employee performance and positive contributed to performance. The structure and management were the main reason why flexi time may be considered not to be effective in the general performance. Hence there is room for more studies. It was noted that the highest of the four strategies was temporary contract followed by work shift and lastly part time.

The performance of the organization as measure on the basis of increase in productivity on number of employee was significant. The study also found that customer satisfaction was affected slightly positively by customer care staff. Job flexibility was very important to job satisfaction. Employee turnover was to great extent important in performance based on movement of in and out of job. The study identified that there were other many factors since 22.9% of employees' performance were predicted by flexi working strategy. Other factors were not assessed some include motivation, incentive, training, development among others.

## **5.3 Recommendation**

The study recommended on the use of temporary contract more on organization as one strategy of flexi work. Temporary contracts are a source of cheap labor as well as source of temporary employees. In areas that are very important and essential other flexi work arrangement are preferred that temporary contracts working arrangement. Also work shift and part time are advocated to be a positive contribution in

employment strategies. Flexi time need proper scheduling, period of work or task assessment method to evaluate the amount of work done. Job flexibility was considered to be significant in increase of performance as well as employ turnover.

Hospital despite using night shift and day shift they ought to develop programs that are enable flexi time with correct scheduling people can come according to the needed time. Flexi will enable development of individuals and avoid fatigues created through non-flexible schedule. The main reason why flexi working arrange does not work well is because there are poor scheduling processes and lack of cooperation between the organization in having the same organization vision and mission. Flexi programs need to examine for its viability and benefit to an organization mostly in hospital since nurses' work both at night and day time.

### **5.3.1 Recommendation on further study**

The study recommended that flexi time should be assessed on terms of its implementation to positive employee performance. Also other factors that affect employee performance should also be assessed. It is important to maintain a health and satisfied workforce through the best employment strategy to ensure high production.

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## APPENDICES

### Appendix I: Introductory Letter

Vincent Kipkoech Kiprono,  
P.O.BOX 6167,  
Eldoret.

The Chief Executive Officer  
Kericho Referral Hospital  
P.O.BOX 11-20200  
Kericho.

Dear Sir,

#### **PERMISSION TO CONDUCT A RESEARCH**

I, Vincent Kipkoech Kiprono request for your permission to carry out my study at your organization in fulfillment of the requirements of Master's Degree in Business Administration in Human Resource Management at Kenyatta University. The title of the research is the flexible working arrangements on employee performance at Kericho County Referral Hospital. The participation in this study is voluntarily and no one will be forced to participate. The research will ensure privacy of information that will be provided by participants. Please be assured that the information provided will be treated with confidentiality and it will not be used for any other purpose except for this degree only. The findings of the study will make a valuable contribution to Kericho County Referral Hospital.

Your consent will be highly appreciated.

Thank you.

Sincerely yours,

Vincent Kipkoech Kiprono

## **Appendix II: Covering letter to respondent**

Vincent Kipkoech Kiprono

P.O. Box 6167,

Eldoret.

Dear Respondent,

### **QUESTIONNAIRE COMPLETION**

In fulfillment of the Master's Degree in Business Administration, I am carrying out a research project at Kenyatta University. The study is entitled: Flexible working arrangements and employee performance at Kericho county Referral Hospital. The purpose of this study is to help expand the body of knowledge and to determine how flexible working impact on employee performance. To achieve the objectives of this research the research needs assistance from you to fill questionnaire provided.

Kindly note that the information that you provide in this questionnaire will be treated with confidentiality, as it will only be used for internal analysis in this study and won't be accessed by third parties.

Please attempt all the questions in this questionnaire by selecting the most appropriate answer to best of your knowledge.

Your participation will be highly appreciated.

Sincerely Yours,

Vincent Kipkoech Kiprono

## Appendix III: Questionnaires

### SECTION 1: DEMOGRAPHIC INFORMATION

Instructions

Kindly answer all questions.

Please tick one of the correct answers appropriately. Tick within the box

1. What is your age (Tick your age group)?

NO	YEARS	
1.1	18-25 Years	
1.2	26-35 Years	
1.3	36-45 Years	
1.4	46-55 Years	
1.5	56 and above	

2. What is your gender?

NO	GENDER	
2.1	Male	
2.2	Female	

3. For how long have you been working with Kericho County Referral Hospital?

NO	YEARS	
3.1	1-5 years	
3.2	6-10 years	
3.3	11-15 years	
3.4	16-20 years	
3.5	21 and above	

**4. What is your highest academic qualification?**

<b>NO</b>	<b>ACADEMIC QUALIFICATION</b>	
4.1	High school	
4.2	Diploma	
4.3	Bachelor's degree	
4.4	Master's degree	
4.5	PhD	

**5. In which section do you work?**

<b>NO</b>	<b>SECTION</b>	
5.1	Top management	
5.2	Doctors	
5.3	Clinical officers	
5.4	Nurses	
5.5	Subordinates staff	

**6. What are your terms of employment?**

<b>NO</b>	<b>TERMS</b>	
6.1	Casual	
6.2	Temporary	
6.3	Contract	
6.4	Permanent	

**SECTION II: FLEXIBLE WORKING ARRANGEMENTS ON EMPLOYEE PERFORMANCE.**

In this section, please indicate the extent at which you agree or disagree with the given statements using the rating scale below:

1-Strongly Disagree (SD); 2-Disagree (D); 3-Neutral (N); 4-Agree (A); 5-Strongly Agree

**7. Work shift**

NO	ITEM	SD	D	N	A	SA
		1	2	3	4	5
1	Work shift determines the employee commitment in terms of time in hours worked					
2	Work shift determines the amount of effort in man hours used by employee to achieve organization success					
3	Expanding the number of hours of giving out services is done through work shift hence influences the number of hours an employee can perform his/her tasks					
4	Work shift helps in reducing absenteeism in as per number of days an employee attends work					
5	Work shift affects performance in terms of productivity					

What are some of the challenges which employees encounter with the work shift type of flexible working arrangement in the organization?

.....  
 .....

What are the effects of work shifts flexible working arrangement in your section?

.....  
 .....

### 8. Part- time working

NO	ITEM	SD	D	N	A	SA
		1	2	3	4	5
1	Part time work lowers stress related complaints by an employee					
2	Part time work determines the number of tasks an employee performs in a given period					
3	Part time employment in health care provides less autonomy to the employees which affects the number of workload employee performs.					
4	Part time working determines employee performance in given period.					
5.	Part time working affects performance set aside to be completed in a given period.					

What are some of the effects of having part time work in your organization?

.....

**9. Temporary contract**

NO	ITEM	SD	D	N	A	SA
		1	2	3	4	5
1	A temporary contract influences the number of employees entering the organization at a given period.					
2	Temporary contracts influence the number of employees moving out of the organization at a given period.					
3	Temporary contracts attracts employees with new knowledge which influences ability of employees in the organization					
4	Temporary contracts attracts employees with new skills which influences ability of employees in the organization					
5	Temporary contract influences employee performance.					

**What are the advantages of having temporary contracts over permanent employment?**

.....  
 .....

**10) Flexi time**

NO	ITEM	SD	D	N	A	SA
		1	2	3	4	5
1	Flexitime determines the number of employees in the organization in a given period.					
2	Flexitime is one way of providing professional service delivery in the organization which influence the number of clients feedback					
3	Flexitime affects the number of cases reported by employees related to family conflicts.					
4	Flexitime gives employee more control over scheduling personal responsibility on either end of work day hence improving efficiency.					
5	Flexitime plays an important role in employee performance.					

**b) What are the reasons which make the employees to be attracted to flexi time work?**

.....  
 .....

**What are the effects of flexi time working offered in the organization?**

.....



## 11. Employee performance

NO	ITEM	SD 1	D 2	N 3	A 4	SA 5
1	Increased productivity is influenced by number of actual patients compared to desired number in the organization.					
2	Customer satisfaction is influenced by the number customer care staff in the organization.					
3	Job satisfaction is linked to the number of days an employee attends work.					
4	Employee turnover is influenced by the number of employees moving into and leaving the organization in a given period.					
5	Productivity, customer satisfaction, job satisfaction and employee turnover affects employee performance					

**What are the benefits of introducing flexible working arrangements on employee performance in your organization?**

.....  
 .....

**Thank you for your co-operation.**

## Appendix IV: Graduate School Approval Letter



### KENYATTA UNIVERSITY GRADUATE SCHOOL

E-mail: [dean-graduate@ku.ac.ke](mailto:dean-graduate@ku.ac.ke)

Website: [www.ku.ac.ke](http://www.ku.ac.ke)

P.O. Box 43844, 00100

NAIROBI, KENYA

Tel. 8710901 Ext. 57530

Our Ref: D53/OL/KER/24701/2013

DATE: 17<sup>th</sup> December, 2016

Director General,  
National Commission for Science, Technology  
and Innovation  
P.O. Box 30623-00100  
**NAIROBI**

Dear Sir/Madam,

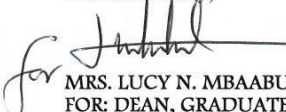
**RE: RESEARCH AUTHORIZATION FOR KIPRONO VINCENT KIPKOECH – REG. NO.  
D53/OL/KER/24701/2013**

I write to introduce Mr. Vincent Kipkoech who is a Postgraduate Student of this University. He is registered for M.B.A degree programme in the **Department of Business Administration**.

Mr. Kipkoech intends to conduct research for a M.B.A Project Proposal entitled, “**Flexible Working Arrangements on Employee Performance in Kericho County Referral Hospital, Kenya**”.

Any assistance given will be highly appreciated.

Yours faithfully,

*for*   
MRS. LUCY N. MBAABU  
FOR: DEAN, GRADUATE SCHOOL

EO/awn

## Appendix V: NACOSTI Approval Letter



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241349, 3310571, 2219420  
Fax: +254-20-318245, 318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
When replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref No. **NACOSTI/P/17/31104/17588**

Date **12<sup>th</sup> July, 2017**

Vincent Kipkoech Kiprono  
Kenyatta University  
P.O. Box 43844-00100  
NAIROBI.

#### **RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on "*Flexible working arrangements on employee performance in Kericho County Referral Hospital Kenya,*" I am pleased to inform you that you have been authorized to undertake research in **Kericho County** for the period ending **12<sup>th</sup> July, 2018**.

You are advised to report to **the County Commissioner and the County Director of Education, Kericho County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

  
**GODFREY P. KALERWA MSc., MBA, MKIM**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Kericho County.

The County Director of Education  
Kericho County.

NACOSTI is a member of the Kenya Accreditation Board (KAB) and is ISO 9001:2008 Certified

## Appendix VI: Ministry of Education Approval Letter



# MINISTRY OF EDUCATION

STATE DEPARTMENT OF BASIC EDUCATION

FAX NO.05221361

When Replying Please Quote:

County Education Office

P.O BOX 149

**KERICHO**

REF: KER/C/ED/GC/2/VOL.1/

17<sup>TH</sup> OCTOBER,2017

**TO WHOM IT MAY CONCERN.**

**RE: RESEARCH AUTHORIZATION – VINCENT KIPKOECH KIPRONO**

The above named has been authorized by National Council for Science, Technology and Innovation to undertake research on "*Flexible working arrangements on employee performance in Kericho County Referral Hospital, Kenya*" for a period ending 12<sup>th</sup> July,2018.

Accord him the necessary assistance.



OSEWLEEM

COUNTY DIRECTOR OF EDUCATION  
**KERICHO COUNTY.**

## Appendix VII: County Commissioner Approval Letter



**THE PRESIDENCY  
MINISTRY OF INTERIOR AND CO-ORDINATION OF NATIONAL GOVERNMENT**

Telegrams: .....  
Telephone: Kericho 20132  
When replying please quote  
[kerichocc@yahoo.com](mailto:kerichocc@yahoo.com)

COUNTY COMMISSIONER  
KERICHO COUNTY  
P.O. BOX 19  
KERICHO

REF: MISC.19 VOL.III/10

19<sup>th</sup> October, 2017

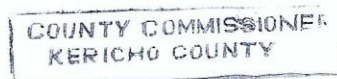
TO WHOM IT MAY CONCERN

**RE: RESEARCH AUTHORIZATION – VINCENT KIPKOECH KIPRONO**

Authorization has been granted to Vincent Kipkoech Kiprono by National Commission for Science, Technology and Innovation, as per a letter Ref: No. NACOSTI/P/17/31104/17588 dated 12<sup>th</sup> July, 2017 to carry out research on ***"Flexible working arrangements on employee performance in Kericho County Referral Hospital Kenya"*** for a period ending 12<sup>th</sup> July, 2018.

Kindly accord him the necessary assistance.

B.O. ABONYO  
FOR : COUNTY COMMISSIONER  
**KERICHO COUNTY**



**CC:**

The County Director of Education  
**Kericho County**