

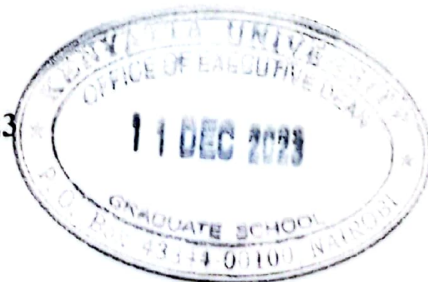
**FLEXIBLE WORK ARRANGEMENTS AND EMPLOYEE
PERFORMANCE OF MEDICAL PERSONNEL IN KERICHO COUNTY
REFERRAL HOSPITAL, KENYA**

KORIR COLLINS

D53/KER/PT/38506/2016

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF A DEGREE IN MASTER OF
BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT
OPTION) KENYATTA UNIVERSITY**

NOVEMBER, 2023



DECLARATION

I the undersigned declare this research project as my original work. This research has not been published or submitted elsewhere for the award of a degree and does not contain material written or published by others without due reference and acknowledgement of the author being made to this effect. This research should not be replicated without my consent or that of Kenyatta University.

Name: KORIR COLLINS Signature ..  Date: 5/12/2023


D53/KER/PT/38506/2016

Declaration by the supervisor

The submission of this research project for examination has been done with my approval as the University supervisor.

Supervisor:

Dr. Caroline Nderi

Signature:.....  Date: 6/12/2023

Kenyatta University

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ABSTRACT

There is a need to tackle inadequate human resources for health with the focus mainly on flexible work arrangements and workforce performance. To help us understand how flexible work arrangements affect service delivery quality of medical personnel in Kenyan Hospitals, the study Flexible Work Arrangements and employee performance of Medical Personnel was conducted guided by these specific objectives; To determine phased retirement, To examine work family programs and To establish shift work in Hospital, Kenya. Social exchange, Psychological contract and Spill over theories related to this study. This research study utilized descriptive research survey design to fact find, formulate principles of knowledge and solve problems. Data was obtained by employing questionnaire's method with both structured and unstructured questions to collect data for the study.

This study's sampling design was simple random sampling method whereby the researcher encouraged respondents to the questionnaire to participate by selecting a representative sample from the target population with each respondent's chance of being selected for the study being equal and independent. Responses and answers were confidential to protect the respondents and to encourage honest answers. University lecturers in particular my supervisors were used to ascertain face validity of the data collection tool. Construct validity involved review of theoretical and empirical literature on Flexible working and employee performance while considering the respective indicators. Experts in HRM will be used to assess content validity. The aggregate Cronbach's Alpha coefficient was 0.79825. The research was therefore established to be reliable.

The research instruments used in the study were distributed with the objective of obtaining primary data in the form of open and closed ended answers from respondents. Data was analyzed using Statistical Package for Social Sciences (SPSS) Version 21. Findings indicated independent variables of the study explained 29.3% percent of the variance. The remaining 70.4% was explained by other factors not studied in this research such as fringe and financial benefits. Phased Retirement and Work Family Programs were found not to be significant in improving employee performance. However, shift work showed a positive significance to employee performance and hence should be adopted. The study suggested that further research be carried on how Phased Retirement and Work Family Programs can be implemented to improve employee performance

This research will benefit the administration of Kericho County Referral Hospital when implementing flexible working arrangements thereby enhancing medical personnel's performance. Also, medical personnel will get to know the different flexible work arrangement factors significant to their performance and make the appropriate adjustments to that effect.