

**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**

**OCTOBER, 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: 29/9/2023

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:.....

**Kenyatta University**

**Main campus.**

## **DEDICATION**

This study is dedicated to God for enabling me to pursue my Master of Business Administration degree in Kenyatta University. Also, to my dear parents for their love, sacrifices and unconditional encouragements bringing me this far. To them I am grateful.

## **ACKNOWLEDGEMENT**

My sincere gratitude goes to Dr. Caroline Nderi who is my supervisor. She has made it possible for me to realize this research project by committing her time to support me during my project writing. To my lecturers and classmates, you have been a source of knowledge and inspiration to me. Finally, I would like to appreciate the staff and administration of Kenyatta University for ensuring my learning at Kenyatta University was an unforgettable experience.

## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>DEDICATION.....</b>	<b>iii</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>iv</b>
<b>TABLE OF CONTENTS .....</b>	<b>v</b>
<b>LIST OF TABLES .....</b>	<b>ix</b>
<b>LIST OF FIGURES .....</b>	<b>x</b>
<b>ABBREVIATIONS AND ACRONYMS.....</b>	<b>xi</b>
<b>OPERATIONAL DEFINITION OF TERMS.....</b>	<b>xii</b>
<b>ABSTRACT.....</b>	<b>xiv</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.1 Background of the study .....	1
1.1.1 Employee performance.....	3
1.1.2 Concept of Flexible work arrangements.....	3
1.1.3 Employees at Kericho County Referral Hospital .....	4
1.2 Statement of the problem .....	5
1.3 Objectives of the study.....	7
1.3.1 General objective.....	7
1.3.2 Specific Objectives.....	7
1.4 Research Questions.....	7
1.5 Significance of the Study .....	8
1.6 Scope of the Study .....	8
1.7 Limitations of the study .....	8
1.8 Organization of the study.....	9

<b>CHAPTER TWO .....</b>	<b>10</b>
<b>LITERATURE REVIEW .....</b>	<b>10</b>
2.1 Introduction.....	10
2.2 Theoretical Review .....	10
2.2.1 Social exchange theory .....	10
2.2.2 Psychological contract theory.....	11
2.2.3 Spill over theory .....	11
2.3 Empirical review .....	12
2.3.1 Phased Retirement and Employee Performance of Medical Personnel .....	12
2.3.2 Work Family Programs and Employee Performance of Medical Personnel .....	15
2.3.3 Shift work and employee performance of medical personnel .....	16
2.4 Summary of Literature Review and Research gaps .....	18
2.5 Conceptual Framework.....	21
<b>CHAPTER THREE .....</b>	<b>23</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>23</b>
3.1 Introduction.....	23
3.2 Research Design.....	23
3.3 Target Population.....	24
3.4 Sampling Design .....	24
3.5 Data collection instruments.....	26
3.6 Data collection procedure .....	26
3.7 Pilot Study.....	26
3.8 Validity and Reliability of research Instruments .....	27
3.9 Validity of Research Instruments.....	27
3.10 Reliability of Research Instruments.....	28
3.11 Data Analysis and presentation.....	28

3.12 Ethical Considerations .....	29
<b>CHAPTER FOUR.....</b>	<b>31</b>
<b>DATA ANALYSIS, RESULTS, AND DISCUSSION.....</b>	<b>31</b>
4.1 Introduction.....	31
4.2 Demographic information.....	31
4.2.1 Age.....	32
4.2.2 Gender of respondents .....	33
4.2.3 Marital status .....	35
4.2.4 Education Level.....	36
4.3 Descriptive Statistics.....	38
4.3.1 Phased Retirement .....	38
4.3.2 Work Family Programs .....	40
4.3.3 Shift Work .....	42
4.3.4 Employee Performance.....	44
4.4 Inferential Statistics .....	45
4.4.1 Phased Retirement and Employee Performance.....	45
4.4.2 Work Family Programs and Employee Performance .....	46
4.4.3 Shift Work and Employee Performance .....	47
4.4.4 Model Summary .....	48
<b>CHAPTER FIVE .....</b>	<b>53</b>
<b>SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS</b>	<b>53</b>
5.1 Introduction.....	53
5.2 Summary of Findings.....	53
5.3 Conclusion .....	58
5.4 Recommendations.....	59
5.5 Suggestions for further research. ....	60
<b>REFERENCES.....</b>	<b>61</b>

<b>APPENDICES .....</b>	<b>65</b>
Appendix I: Letter of Introduction.....	65
Appendix II: Questionnaire.....	66

## LIST OF TABLES

Table 2.1 Summary of Literature reviewed and research gaps.....	18
Table 3.1 Target Population.....	24
Table 3.2 Sampling Design.....	25
Table 3.1 Reliability test.....	28
Table 4.1 Response rate.....	31
Table 4.2 Age.....	32
Table 4.2 Distribution of respondents by Age.....	32
Table 4.3 Distribution of respondents by gender.....	34
Table 4.4 Distribution of respondents by Marital Status.....	35
Table 4.5 Distribution of respondents by education level.....	37
Table 4.6 Descriptive statistics for Phased Retirement.....	39
Table 4.7 Descriptive statistics for Work Family Programs.....	41
Table 4.8 Descriptive statistics for Shift Work.....	43
Table 4.9 Descriptive Statistics for Employee Performance.....	44
Table 4.10 Descriptive Statistics for phased retirement.....	46
Table 4.11 Work Family Programs and Employee Performance.....	47
Table 4.12 Shift Work and Employee Performance.....	48
Table 4.13 Model Summary.....	49
Table 4.14 Summary of the ANOVA Findings.....	50
Table 4.15 Coefficients <sup>a</sup> .....	51

## LIST OF FIGURES

Figure 2.1 Conceptual Framework .....	21
Figure 4.1 Age .....	33
Figure 4.2 Gender .....	35
Figure 4.3 Marital Status.....	36
Figure 4.4 Education Level.....	38

## **ABBREVIATIONS AND ACRONYMS**

- FWA-Flexible Work Arrangements
- NACOSTI- National Commission for Science Technology and Innovation
- CIPD- Chartered Institute of Personnel Development
- WI-FI- Wireless Fidelity
- HRM- Human Resource Management
- HR- Human Resource
- UK- United Kingdom
- CT Scan- Computerized Tomography
- GAO- United States Government Accountability Office
- ILO- International Labor Organization

## **OPERATIONAL DEFINITION OF TERMS**

**Flexible Work Arrangements (FWA)**- Alternate arrangements which involve giving employees greater scheduling freedom in fulfilling their job responsibilities while meeting both their personal and family needs. FWA simultaneously recognize the needs of both the employer and employees

**Employee performance of medical Personnel**-This involves the measurable aspect of How good an employee is in executing his duties and responsibilities in comparison to set Minimum Operating Standards. It is an operation seen in terms of how successful it becomes and also how effective someone is at doing a good job. Performance can be described as a process of achieving predetermined goals in an organization by increasing efficiency, quality, productivity and profitability from both the customer and organizational perspective.

**Work Life balance**- Work Life balance involves how an employee balances between work, family or leisure. i.e how employees go about balancing their duties and responsibilities at work with those roles concerning family and others such as leisure time activities.

**Phased retirement**- Phased retirement is a tool used in Human Resource Management to manage full time employees who are almost retiring by either minimizing their work hours or allowing them to work on part time basis as they begin to draw retirement benefits. This tool usually applies to technical and professional staff whose skills and experience is required in the organization yet they are limited and specific.

**Shift work flexibility-** Shift work flexibility according to the International Labour Organization ILO (1990) is a method of organizing work at the workplace whereby different groups of workers succeed each other during the 24-hour work period. This is so as to keep the production process running round the clock.

## 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 relation to employee performance of Medical Personnel in Kericho County Referral 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. 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. This was done to ensure ease in data collection due to simple random methods simplicity and lack of bias. Responses and answers were confidential to protect the respondents and to encourage honest answers. The questionnaires developed were adopted from published literature with regards to the topic of this research i.e. Flexible Work Arrangements. This assisted during determining reliability and validity of research instruments and to reduce on work and effort needed in developing and testing of other instruments. University lecturers in particular my supervisors were used to ascertain face validity. 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 participants. 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.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

DeMenzes and Keliher cited by CIPD, (2019) define flexible working arrangements as arrangements that vary the amount, timing, or location of work. It involves a wide range of working arrangement i.e. Phased retirement, Shift work and Work Family programs. The flexible working concept is about individual employees making applications to vary their working hours' i.e. stepping out of the default model in some way. Flexible working is about supporting working parents, utilizing different working patterns and looking at new ways of working. Flexible working should broadly rethink how employees work at a fundamental level. It's about replacing the olden days' command and control style of management with collaboration and communication. Flexible work is all about a truly inclusive working environment.

Since the period of industrial revolution work has continued to be done in a similar way and within a similar structure that is; travelling to a particular location where we will find others undertaking work for the same organization. Typically work took place between Monday and Friday (Although until recently working on Saturday was a norm). Work is therefore an activity we undertake and a place we go to.

Today most organizations are service driven and technology filled compared to the recent past where employees needed to travel to a particular place to physically undertake their work. This default model of work was not only dominant but also particularly resistant to change. In today's economy most of us undertake what is referred to as 'knowledge work' by applying their specialist experience and learning. As the shift towards an economy made up of increasing knowledge workers, many

people can work from anywhere, any when as long as they have the necessary means such as a laptop and a reliable Wi-Fi connection. Also job roles that did not exist 20 years ago have emerged, other roles have disappeared altogether some of them due to their inability to adapt to changing cultures and customer demands. This flexibility can bring with it a wide range of benefits to all parties in the employment relationship. This translates to a Flexible working revolution. Research shows that many of us prefer flexible working arrangements with a high demand for flexible working by both men and women across all ages. This was attributed to two factors; workforce demographics and more supportive work cultures. Flexible working has yielded positive workplace results i.e. addressing shortage of skills, attracting, retaining talent and supporting diversity, Flexible work arrangement have also been seen to narrow gender pay gaps, support employee well-being and encouraging organizations to accept change.

Flexibility is at the very core of future work and therefore all organizations need to rethink their traditional approaches to work and working hours and embrace work flexibility. A recent report by Eurofound and the International Labour Office (2017) argues revolution of work life using Information Communication Technology and the internet alongside demographic and societal changes that have pushed for greater flexibility at work. Two earners in a family set up are beneficial although with its challenges. The traditional culture of male bread winners and females caring for homes is gradually disappearing as more women are becoming actively involved in work. This is because of the need to have two salary earners in the family to improve their livelihoods and enhance their family resources. Adisa, A., Osabutey, E. &Gbadamosi, G. (2017). Prompted by policy attention flexible working has benefitted older workers to stay in employment longer. Loretto, W.&Vickerstaff, S. (2015).

Flexible working is a relatively new concept in Kenya increasingly becoming a critical means of achieving organizational operational effectiveness. Content of relevant Kenyan and International Laws dealing with work life balance are included in the Legislative framework. These laws include the Kenyan constitution 2010, International Labour Organization conventions which are in chapter 226 of International Law and the Employment Act. It is important to note that Kenya does not have specific and direct legislation for promoting Work Life Balance and it is mainly linked to Labour laws.

### **1.1.1 Employee performance**

To perform involves standardization of work towards achieving a desired objective. It involves working towards achieving pre-determined goals in the organization. Austin-Egole, Stella, I., Iheriohanma, E.B.J. & Iheanacho, (2022).

Social exchange theory involves social behavior that results in maximum profit and reduced costs. George Homans developed this theory in 1958 in his publication social behavior as exchange. Employees benefit from flexibility of work whilst the time spent at work and loss of opportunity from employees committing to work will act as a cost.

This theory apart from being the lead theory for this research will also be relevant during the implementation of work family programs.

### **1.1.2 Concept of Flexible work arrangements**

Flexible working involves giving workers greater scheduling freedom in fulfilling their work responsibilities in order to meet both personal and family needs thereby achieving work life balance. Xiang, Y.T., Yang Y., Wen Li., Zhang L., Zhang Q., & Cheung T., et al. (2019). Hospitals engage in 24 hour operations and Flexible Work Arrangements enable hospitals to deliver services during the entire 24 hours. Flexible

work arrangements differ according to organizational sizes and types. Therefore, there is a need to do an organizational assessment of what kind of flexible work arrangement fit with the nature of operations in the organization. Flexible working has become significantly common today especially with the current restrictions of the Coronavirus pandemic globally on organizations.

### **1.1.3 Employees at Kericho County Referral Hospital**

The department of health services covers: facilities such as health and pharmacies, Ambulance, Primary Health Care, Regulation of eateries, funeral parlours and crematoria as envisaged in schedule 4 of the Constitution of Kenya. (2010).

The department is in charge of;

Health policies, health care standards, health care services strategy, supplies chain management of health sector goods, works and services, County Health legislations, Monitoring and evaluation of health services, Providing a Robust health infrastructure network, healthy lives and wellbeing for all and the implementation of global partnerships for sustainable development.

The department is split into two directorates namely;

1. Directorate of Medical Services and;
2. Directorate of Promotive and Preventive Health Services

Kericho County Referral Hospital is situated within the environs of Kericho County municipality. The facility Offers services including Anti-Retroviral Therapy, Entomology, Imaging, inpatient and outpatient services. The hospital's bed capacity is 600 and has 827 employees. The hospital offers both out and In-patient services 24 hours seven days a week. This research study will determine Phased Retirement,

examine Work Family Programs and establish Shift Work and employee performance of medical personnel in Kericho County Referral Hospital, Kenya.

## **1.2 Statement of the problem**

Health Departments worldwide are under pressure to provide quality and affordable healthcare. Health care providers in Kenya are facing a challenge of being in a competitive environment with limited resources available despite the fact that health care is an essential service. This has resulted in hospitals setting performance standards to counter competition from other players. The level of performance resulting from flexible working in Kericho County Referral Hospital, Kenya is yet to be determined i.e. as to whether flexible work arrangements contribution to work performance is below the set minimum standards of performance at the hospital and whether it is in line with meeting stakeholders' needs and expectations.

This programs include phased retirement, shift work, work family programs among others; with performance measures such as improved throughput whereby the amount of patients being treated in a day is determined for customer satisfaction. Reduced rework will result from Accuracy in diagnosis involving lack of client complaints of misdiagnosis. Reduced workplace injury showing professionalism of medical personnel, and their focus and commitment in their performance, personal development, reduced staff absenteeism and turnover whereby employees will become punctual in reporting to work, working in teams with gist and morale, attaining employee benefits at a lower competitive cost and ensuring continuity of work efficiently with employees maintaining patient care and safety whilst exercising control over their time.

An informational gap also arises here whereby the level of awareness of flexible work arrangement programs such as phased retirement, work family programs and shift

work being implemented at Kericho County Referral Hospital is unknown to employees and how these programs can be utilized by health sector workers to their advantage in enhancing productivity and organizational performance. Problematically, when workers shift to accepted workplace norms and seek to work differently, this often negatively impacts on employee's careers and earnings as well as poorer perceptions being formulated about them as workers "The flexible work revolution" has brought about challenges some of which are significant but entirely possible to overcome with commitment and action.

There is a possibility of abuse of flexible work arrangements by organizations which will negatively impact on employee performance of medical personnel. Hospitals should therefore ensure responsiveness and efficiency in implementing flexible working arrangements. Whilst a range of research and surveys done by both academics and industrial bodies have identified multiple gains of flexible working arrangements, research also suggests the dissatisfaction of employees and organizations with their experiences and outcomes Clarke, S. & Holdsworth, L. (2017). There exists a gap between what is said to be done and what actually happens in practice. However, this is not to say that flexible working is not without its challenges. Flexible working has many benefits, but it can also have a negative impact when not managed or implemented appropriately. Flexible working can result in unlocking gender equality, but may result to problematic gender norms too. This research study thus sought to expound on knowledge by seeking to determine Flexible Work Arrangements and Employee Performance of Medical Personnel in Kericho County Referral Hospital, Kenya.

### **1.3 Objectives of the study**

The topic of research is Flexible Work Arrangements and Employee Performance of Medical Personnel in Kericho County Referral Hospital.

#### **1.3.1 General objective.**

The general objective is Flexible Work Arrangements and Employee Performance of Medical Personnel in Kericho County Referral Hospital, Kenya.

#### **1.3.2 Specific Objectives.**

Specific objectives include;

1. To determine Phased Retirement and Employee Performance of Medical Personnel in Kericho County Referral Hospital, Kenya
2. To examine Work Family Programs and Employee Performance of Medical Personnel in Kericho County Referral Hospital, Kenya
3. To establish Shift Work and Employee Performance of Medical Personnel in Kericho County Referral Hospital, Kenya

### **1.4 Research Questions.**

Research questions include;

1. How does Phased retirement relate to employee performance of medical personnel in Kericho County Referral Hospital, Kenya?
2. How does Work Family Programs relate to employee performance of medical personnel in Kericho County Referral Hospital, Kenya? and
3. How does Shift work relate to employee performance of medical personnel in Kericho County Referral Hospital, Kenya?

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

To the administration and policy makers of Kericho County Referral Hospital, the benefits of this research will come about when implementing flexible work arrangements thereby enhancing the overall performance of medical personnel at the hospital. As a result of having flexible work arrangements information, medical personnel at Kericho County Referral Hospital will get to know different flexible work arrangement factors affecting their performance. This will result to them adjusting the prevailing situations existing at work to improve their performance. Furthermore, this study will enable other Health sector stakeholders such as the National government, Health Ministry and employers contribute towards developing realistic policies and frameworks regarding the administration of flexible work arrangements. It is also anticipated that this study will provide useful knowledge on this subject to researchers and scholars that should form a basis of reference to other researchers and readers.

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

This research study was on Flexible Work Arrangements and Employee Performance of Medical Personnel in Kericho County Referral Hospital, Kenya using variables such as Phased retirement, Work family programs and Shift work. Social exchange theory was the main theory for this study complimented by psychological contract and spill over theories. The study employed descriptive research survey design to determine Flexible Work Arrangement and Employee Performance of Medical Personnel in Kericho County Referral Hospital, Kenya

### **1.7 Limitations of the study**

Limitations involved conditions that are beyond the researcher's control that may have affected conclusions and the impact of the study. There was a likelihood that the

respondents would be reluctant to fill the questionnaires for fear of being exposed as underperforming. To overcome this, the researcher conducted a pre-visit to create rapport with the respondents and assure them of confidentiality of information and that the research would be used for academic purposes only. Also, respondents were assured anonymity when answering the research questions by omitting the identification blanks in the questionnaires. Another limitation of this study was that the researcher utilized simple random sampling method to distribute the questionnaires which required the removal of all hints of bias in the process. To overcome this, the researcher ensured responses from an adequate number of respondents.

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

This research project comprises five chapters. Chapter one which discussed Background of the study, problem statement, general and specific objectives; research questions; significance of the study and Scope ending with limitations of the study. Chapter two discussed Theoretical and empirical Literature review followed by the conceptual framework. The study's methodology comprising target population, research design, sampling design, analytical model and data analysis are contained in chapter three. Chapter four discussed data analysis, results and discussions whilst the final chapter five included Summary of findings, conclusions and recommendations for further research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Chapter two reviewed theoretical and empirical literature of Flexible Work Arrangements and Employee Performance of Medical Personnel. This was followed by Research gaps and summary of review of related literature. This chapter ends with conceptual framework.

#### **2.2 Theoretical Review**

Theoretical review is described by Adom, D., Hussein, E.K., &Adu-Agyem, J. (2018) as a research guide based on theory related to the field under investigation. It serves as a basis for constructing research using theoretical constructs and principles.

This study utilized the following theories;

##### **2.2.1 Social exchange theory**

The work social behavior as exchange by the sociologist George Homans introduced this theory in 1958. It utilizes economic analogies derived from cost benefit analysis involving an employee's anticipation for rewards such as; social approval, better standards of living, and autonomy. When risk derived from a relationship is higher than benefits the individual tends to quit the relationship. Munyiva, J.M. (2018). This theory was used to understand the interrelationship between employers and employees in enhancing performance through personal development and reduced absenteeism which will ensure employees attend to work punctually with improved focus on their performance. This will also minimize cases of staff turnover. Flexibility of work will act as a benefit to employees whereas employees will commit themselves to work by

spending more time at the workplace and foregoing any lost opportunity. This will serve as the cost to the employee hence cost benefit analysis. This theory was the lead theory in this research acting as a basis for all the other theories applied in this research including psychological contract theory and social exchange theory. Apart from social exchange being a lead theory it also informed Work family programs discussed in this research.

### **2.2.2 Psychological contract theory**

This theory involves unwritten ideologies of what is expected from the employee by the employer. This concept is important when understanding the relationship between the employer and employee and was realized in the 1960's. Guest, (2007) cited by Armstrong's handbook of Human Resource Management 11<sup>th</sup> Ed. (pp. 277) noted that, psychological contract theory is based on "The perceptions of both parties to the employment relationship", duties and responsibilities of both the employer and employee in an organization set up. Otieno, V.O. (2020). An employee's way of adherence to psychological contract involves performance in terms of improved throughput, reduced rework and reduced workplace injury. This ensures customers satisfaction, accuracy in diagnosis/no complaints and professional development goes on. Sustaining commitment to each other from both the employer and employee will continue the relationship between employer and employee hence psychological contract theory. This theory set precedence to the parties involved in flexible work arrangements at work by informing ideas and principles during implementation of phased retirement.

### **2.2.3 Spill over theory**

Spill over theory was proposed by Wilensky, H. (1960). This theory reiterated that Perceptions, attitudes and behavior an individual possesses can be utilized in another

domain as a manifestation of one's knowledge and expertise. This is whereby the skill and expertise one develops at work can manifest itself in an individual during their participation in non-work activities. Theoretically it has been characterized as positive spill over and negative spill over. According to Otieno, V.O. (2020) Spill over theory shows the likelihood of employee's transferring emotions and character, abilities and work activities to their livelihoods. Spill over that is negative stresses an employee whilst positive spill over motivates better employee performance of medical personnel in terms of low cost employee benefits, patient safety and care and employees control over their personal time. Shift work can result into low cost benefits such as commuting assistance, efficiency of employees, planning, team morale and autonomy, monitoring of patients for deterioration and continuity of work. This theory applied to shift work.

These theories are easy to understand and seem realistic and as a result were relevant in acting as a link between flexible work arrangements and employee performance of medical personnel, in determining whether flexible work arrangements enhanced employee performance of medical personnel and to come up with recommendations for improving flexible work arrangements related performance. Social exchange theory was the main theory in this research.

## **2.3 Empirical review**

### **2.3.1 Phased Retirement and Employee Performance of Medical Personnel**

Phased retirement is relevant for continuity of operations and management of short term knowledge in the organization. It promotes mentoring and training of employees' as a way of succession planning. Phased retirement also provides a platform for employees with experience to impart skill and expertise to new inexperience personnel in the workplace. Under phased retirement the employer and

employee agree to a working schedule to reduce the number of working hours or even allow almost retiring employees to work part time as a way of flexible working.

In a report to the special committee on aging, U.S Senate by the United States Government Accountability Office GAO, (2017); GAO examines; retiring employees how to adopt phased retirement so as to have minimal challenges and more benefits. GAO did this study by analyzing data from a study on health retirement (2004-2014) and a recent survey on population (2005-2016); GAO also did a review of regulations and relevant federal laws. The study apart from conducting literature review interviewed 9 employers and 16 experts who offered or considered phased retirement. The study found out that there was increased participation of older workers in employment in the last decade with individuals aged 61-66 still maintaining a regular schedule of full time work. However, as this workforce planned to transition into retirement one quarter of them planned to practice phased retirement out of which fewer than 15% were gradually retiring.

The study found out phased retirement to be common among technical and professional workers with nine (9) of the sixteen (16) experts preferring phased retirement because of the difficulty in replacing them and also loss of knowledge and experience. Among the design and operational challenges of phased retirement are compliance with provisions and anti-discrimination laws. Despite this the study cited the following benefits of phased retirement; retention of employees, smooth transition into retirement, transfer of knowledge and succession planning. In my own opinion older workers show better work performance because they are highly motivated to take up the job task more seriously than younger employees. They are also more likely to show interest in Trainings as long as there is social support and career

aspirations involved. This study was conducted in the US which presenting a contextual gap as the current study which will be done in Kericho County Kenya.

Papke, L.E. (2019) did a study retirement choice by state and local public sector employees and analyzed effect of pension policies on the retiring public employees. The studies sample consisted of state and public employees. Proportional hazard model and time varying co-variants was used to analyze data to determine retirement as a dependent variable of pension and social security. The study found out that being eligible for pension significantly increases the probability of early retirement. In my opinion managers need to have the right strategies in place to enable them handle older employees issues objectively such as employees contributing towards their own retirement benefits thereby determining their own period of employment. These strategies include availability of phased retirement as an option in the organization. This study by Papke, L.E. (2019) presented a conceptual gap in that the study variables retirement choices and their eligibility leading to early employee turnover differ with the current studies variables effects of phased retirement on employee performance of medical personnel.

Gathiira, T.G., Muathe, S.M.A & Kilika J.M. (2019) did a study Employee Separation Planning and Retirement Preparedness of Secondary School Teachers in Kenya and mentioned that preparation for retirement involves a deliberate planning process. Some employees lack to prepare for retirement hence the need for a sound HR practices on retirement. Multi stage sampling method was used when selecting a sample of 334 utilizing an interview guide and semi-structured questionnaires. Logit regression was used to establish variable interrelations and test the null hypothesis. The study concluded that employers should offer conducive retirement plans and recommended the government of Kenya to enact a framework that enforces, monitors

and evaluates diversified HR practices for employers on retirement. This can be achieved in my opinion through flexible work arrangements policies such as phased retirement being offered at the institutional level. This study presented a methodological gap using interview guides and semi-structured questionnaires to collect data whereas the current study will utilize semi- structured questionnaires using simple random sampling.

### **2.3.2 Work Family Programs and Employee Performance of Medical Personnel**

These programs involve discrete programs beyond the basic family requirements and share a common goal of supporting employees' family demands Bernik, M. & Jasmina, Z. (2021) in their study mention organizations as seeking to increase employee work engagement towards making them more productive. The aim of this research is determine policies on work family programs existing within the organization. Online surveys of employees in Slovenian companies were conducted to obtain Quantitative data. The study realized work family policies determined employee's engagement to their work. In conclusion one needs to understand organizational support for work family programs for positive employee behavior and productivity. In my opinion there has been a challenge as a result of unclear policies that can facilitate the implementation of work family programs for employees as a way to motivate and enhance performance. This challenge should be looked into and addressed appropriately. This study was conducted in Slovenia hence contextual gap from the current study which will be delimited to Kericho County Kenya.

Another study by Kasau, M.G. (2017), seeking to examine work life balance and employee performance, utilized the following variables; Leave policy, flexible work arrangements, and welfare and family policies on employee performance of medical

personnel. The study's research design included explanatory and descriptive research designs conducted on 207 employees of Kitui County Government.

The findings showed a negative correlation between leave and welfare policies and performance in that the lack of it could decrease performance. Employee performance of Medical personnel was enhanced by flexible working and policies on family programs. The study recommended counseling, recreational facilities and child care services to be offered for enhanced employee performance. Introducing family holidays as a token of appreciation by the County Government of Kitui to its employees would also reduce work related stress and motivate Kitui County Government employees to perform better. In my opinion failure to introduce work family programs can adversely affect employees' health and therefore there is a need to identify occupational as well as individual factors that undermine work family programs in order to do away with those factors. This study presented a conceptual gap in that its variables Work life balance on employee performance of medical personnel differed from the current studies variables; flexible work arrangements and employee performance of medical personnel.

### **2.3.3 Shift work and employee performance of medical personnel**

Shift work generally means extending hours of work to cover the entire 24-hour period of work using different groups of workers succeeding each other. Shift work flexibility according to the International Labour Organization ILO (1990) is a method of organizing work time whereby workers at the workplace succeed each other during the entire 24-hour period to provide coverage of necessary services or to keep the production process running round the clock. Ejebu, O-Z., Dall'Ora, C. & Griffiths, P. (2021) did a study on experiences and preferences of nurses during shifts to determine nurses' experiences around shift patterns in international literature. The study utilized

literature reporting qualitative and quantitative studies exploring nurse's shift work experiences. The studies focused on shift work, shift length and time of shift in which nurses strive to deliver despite existing challenges. Despite the availability for opportunities to advance in education as a result of shorter shifts, the research study found out that organization of shift patterns was disadvantageous to nurses. The study emphasized that preference for adoption of specific shift patterns is preferable when it has certain autonomy to self-rooster. In my opinion this should not be the case as most shift patterns particularly in hospitals are involuntary and employees should find a way of adjusting to the prevailing circumstances so as to achieve improved performance. This study presented a methodological gap whereby it utilized past literature as its research methodology whereas the current study's research methodology will be descriptive research survey design.

In another study by McHugh, M., Farley, D., & Rivera, A.S. (2020) describing perceptions of manufacturing workers shift work on their wellbeing, the study found out that despite shift work being a necessary good it was detrimental to workers wellbeing. The study concluded that workplace wellness should transcend workplace boundaries. In my opinion shift length should be accompanied by a corresponding breaks i.e the longer the shift the longer the rest period for efficient performance. This study was conducted in the U.S which presented a contextual gap as the current study will be conducted in Kenya.

Kipkoech, K.V. (2018) did a study on Flexible Work Arrangements on Employee Performance of Medical Personnel in Kericho County Referral hospital with the following objectives; to assess part time, shift work, flexi time and temporary contracts and its effects on employee performance of medical personnel using hand delivered open and closed ended questionnaires. The study found out that customer

care staff and job flexibility results into customer and job satisfaction respectively. According to me, the quality of care provided by the employees in this case nurses ensure customer satisfaction. A conceptual gap presents itself in this study whereby its variables i.e part time work, temporary contracts, flextime and employee performance of medical personnel apart from shift work and employee performance of medical personnel differed from the current study variables phased retirement and work family programs. However, this study will expound on the study variable shift work and its effect on employee performance of medical personnel already studied by Kipkoech, K.V. (2018).

#### 2.4 Summary of Literature Review and Research gaps

Empirical studies brought out research gaps which the current study seeks to fill.

##### Table 2.1 Summary of Literature reviewed and research gaps

In this summary key to effective performance is putting in place in an organization the right flexible work arrangement programs. This review highlights the complexity of flexible work arrangements and employee performance of medical personnel.

Researcher	Theme/Topic objective	Findings	Gaps	Focus on the current study
United States Government Accountability Office, (2017)	Older workers: Phased retirement programs, Although uncommon, provide flexibility for workers and Employers	In the last decade, inclusion of older workers in the labour market has significantly increased. The difficulty in replacing skilled expertise has resulted into phased retirement	This study was conducted in the USA presenting a contextual gap in the current study.	This research study will seek to determine phased retirement and employee performance of medical personnel in Kericho County Referral Hospital Kenya

		being offered in organizations.		
Papke, L.E.(2019)	Retirement choices by state and local public sector employees: The role of eligibility and financial incentives	The probability of early retirement has been greatly increased by the availability of Pension	The current study sought to find out retirement of employees presenting a conceptual gap in the current study	This research study seeks to find out flexible work arrangements and employee performance of medical personnel.
Gathiira, T.G., Muathe, S.M.A & Kilika J.M. (2019)	Employee separation planning and retirement preparedness of secondary school teachers in Kenya: What is the effect of HRM Practices?	The study found out that HR practices do not link retirement and succession planning	Methodological gap whereby the research utilized semi structured questionnaires and an interview guide	The current study will utilize semi-structured questionnaires distributed using simple random sampling method.
Bernik, M. & Jasmina, Z. (2021)	Impact of work family balance on employee work engagement within organization: The case of Slovenia	An individual's work-family balance is influenced by policies and practice.	Contextual gap presented itself in carrying out the research study in Slovenia	The current research study seeks to determine work family programs and employee performance of medical personnel in Kericho County Referral Hospital.
Kasau, M.G. (2017)	Work life balance and employee performance of medical personnel in the Ministry of Finance and Economic planning Kitui County Government,	Leave is not significant in improving performance of employees but the lack of it can be detrimental to employee's wellbeing. Also welfare policies	Conceptual gap in that the studies variables include medical personnel performance and work life balance.	The current research study seeks to determine flexible work arrangements and employee performance of medical personnel

	Kenya			
Ejebu, O-Z., Dall'Ora, C. & Griffiths, P. (2021)	Nurses' experiences and preferences around shift patterns: A scoping review	The study found out that nurses should be consulted before implementation of shift work.	Methodological gap in that the study utilized past literature to collect data	The current study will adopt descriptive research design as its research methodology
McHugh, M., Farley, D., & Rivera, A.S. (2020)	A qualitative exploration of shift work and employee wellbeing in the US Manufacturing environment	Shift work is effective in enhancing employee performance and is financially beneficial to employees	The current study was carried out in the USA presenting a Contextual gap	The current research study will be done in Kenya to determine flexible work arrangements and employee performance of medical personnel in Kericho County Referral Hospital, Kenya
Kipkoech, K.V. (2018)	Flexible work arrangements on employee performance of medical personnel in Kericho County Referral Hospital, Kenya	Flexi work strategies determine employee performance in the organization.	Conceptual gap whereby the researcher explored part time work, temporary contracts and flextime on employee performance of medical personnel also Shift work and employee performance of medical personnel	The current study will expound on shift work discussed by Kipkoech, K.V. (2018) and discuss phased retirement and work family programs as its study variable.

Source: Researcher 2022

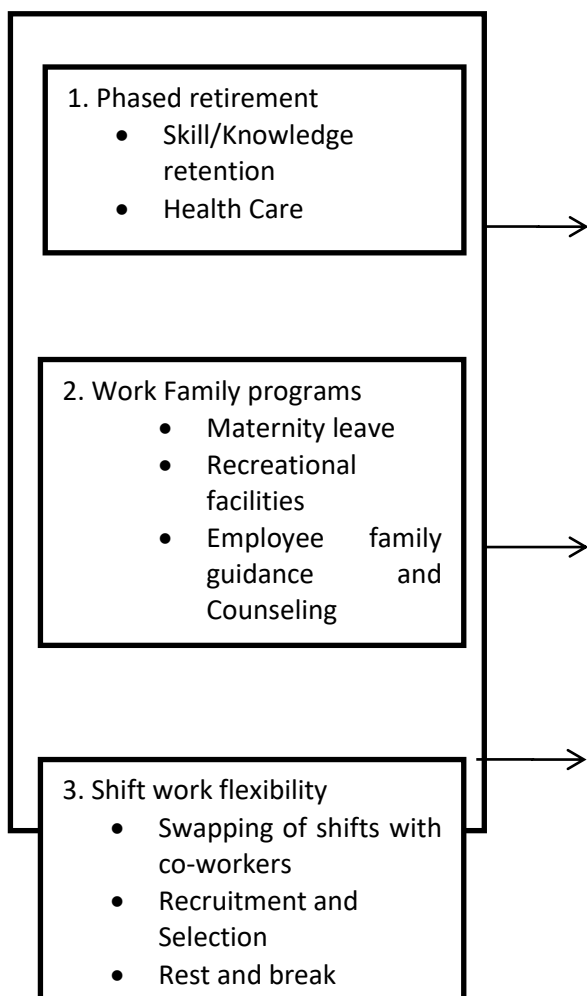
## 2.5 Conceptual Framework

According to Adom, D., Hussein, E. K. &Agyem, J.A. (2018) conceptual frameworks are structures that best describes the phenomenon under study and is linked to the whole study in that it explains the exploration of the research problem.

This research will be guided by the conceptual framework below;

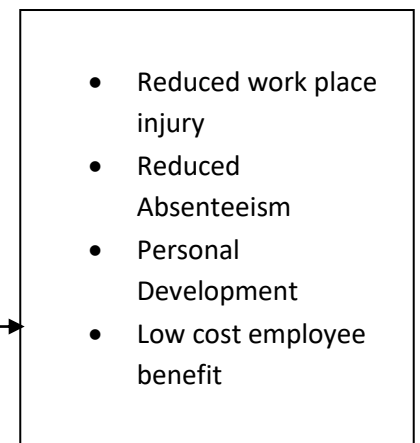
### INDEPENDENT VARIABLES

#### Flexible Work Arrangements



### DEPENDENT VARIABLE

#### Employee performance of Medical Personnel.



**Figure 2.1 Conceptual Framework**

**Source Researcher (2023)**

This conceptual framework exhibits that an effectively administered flexible work arrangement program enhances employee performance of medical personnel guided by the following variables; independent variables include; Phased retirement, Work family programs and shift work. The dependent variable in this framework is employee performance of medical personnel. The variables of employee performance are; reduced work place injury, reduced absenteeism, personal development and low cost employee benefits.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Methodology includes; research design, research instrument and the procedure of carrying out the research study. This chapter discusses research design, target population, instruments of data collection, procedure and analysis of data. Reliability and Validity of research instruments were checked to reduce chances of having errors. This chapter ended with ethical considerations.

#### **3.2 Research Design.**

This involves procedures of logically discussing the research problem under study for effectiveness. Research design is more or less like a basis for data collection and thereafter measurement and analysis. USC Libraries; Research Guides, (2022). This study utilized descriptive research survey design for fact finding and coming up with solutions to problems and developing principles of knowledge. Descriptive research discusses phenomena which is already available precisely Atmowardoyo, H. (2018). Research instruments (questionnaires) were then employed to collect data. This design brought out the area of interest and presented facts as they are and also gives the researcher flexibility through the use of both open and closed ended questionnaires therefore obtaining any necessary additional information from the target population.

### 3.3 Target Population.

This study was limited to medical personnel of Kericho County Referral Hospital to determine Flexible Work Arrangements and Employee Performance of Medical Personnel. Kericho County Department of Health Services had 897 employees.

**Table 3.1 Target Population**

	<b>Description</b>	<b>Sample</b>
1	Medical Services County Govt. of Kericho Dept. Of Health Services	66
2	Dental Services	15
3	Pharmacy Services	35
4	Clinical Services	94
5	Nursing Services	486
6	Medical Laboratory Services	62
7	Entomological Services	1
8	Imaging Services	15
9	Nutrition Services	11
10	Counseling Services	1
11	Physiotherapy Services	16
12	Orthopedic Services	5
13	Occupational Therapy Services	6
14	Medical Social Work Services	2
15	Biomechanical Engineering Services	12
	<b>TOTAL</b>	<b>827</b>

**Source: County Govt. Of Kericho Dept. of Health Services Memo (2020**

**August,12) Ref: KCO/COHS/MM/20/08(84)**

### 3.4 Sampling Design

The current research study utilized probability sampling encompassing simple random sampling method on the population of medical personnel in Kericho County Referral

Hospital. Simple random sampling can also be referred to as chance sampling and was preferred because of the equal chance of selecting each item of the population generally eliminating bias and also because the sampling error can be estimated. Participants were encouraged to maintain anonymity in their responses.

**Table 3.2 Sampling Design**

	<b>Category</b>	<b>Sample</b>	<b>0.1</b>	<b>Sample Size</b>
<b>1</b>	<b>Medical Services County Govt of Kericho Dept. Of Health Services</b>	<b>66</b>	<b>6.6</b>	<b>7</b>
<b>2</b>	<b>Dental Services</b>	<b>15</b>	1.5	2
<b>3</b>	<b>Pharmacy Services</b>	<b>35</b>	3.5	4
<b>4</b>	<b>Clinical Services</b>	<b>94</b>	9.4	9
<b>5</b>	<b>Nursing Services</b>	<b>486</b>	48.6	49
<b>6</b>	<b>Medical Laboratory Services</b>	<b>62</b>	6.2	6
<b>7</b>	<b>Entomological Services</b>	<b>1</b>	<b>0.1</b>	<b>0</b>
<b>8</b>	<b>Imaging Services</b>	<b>15</b>	1.5	2
<b>9</b>	<b>Nutrition Services</b>	<b>11</b>	1.1	1
<b>10</b>	<b>Counseling Services</b>	<b>1</b>	0.1	0
<b>11</b>	<b>Physiotherapy Services</b>	<b>16</b>	1.6	2
<b>12</b>	<b>Orthopedic Services</b>	<b>5</b>	0.5	1
<b>13</b>	<b>Occupational Therapy Services</b>	<b>6</b>	0.6	1
<b>14</b>	<b>Medical Social Work Services</b>	<b>2</b>	0.2	0
<b>15</b>	<b>Biomechanical Engineering Services</b>	<b>12</b>	1.2	1
		<b>827</b>	<b>82.7</b>	<b>85</b>

**Source: Researcher (2023)**

### **3.5 Data collection instruments**

Data was obtained by employing questionnaire's method with both structured and unstructured questions to collect data for the study. These questionnaires which were adopted from published literature with regards to the topic of research were then distributed using simple random sampling. This method of data collection required the researcher to have minimum knowledge of the population in advance, was not complex and lacked biasness and prejudice. Simple random sampling was relevant during determining inferential statistics. The sampling error in this method was also easy to determine.

### **3.6 Data collection procedure**

Primary data was obtained after seeking approval from Kenyatta University Graduate School and obtaining a research permit from NACOSTI for presentation to the Department of health services in Kericho County. Consent from respondents was thereafter sought who were to decide whether to participate in the research or not. Questionnaires were distributed and gathered by the researcher alongside one research Assistant through the adoption of drop and pick technique.

### **3.7 Pilot Study**

Pilot studies according to Drummond, A. (2017) determine the practicability of undertaking research. It is an advance study to test research design and undertake any adjustments before conducting the actual study. Also referred to as a feasibility study, pilot study is beneficial to the success of the research process as it determines reliability and validity of research instruments for the study. This is so in that they determine whether the research instrument is inappropriate or too complicated to the

respondents. Pilot study should therefore be conducted before undertaking the full research.

### **3.8 Validity and Reliability of research Instruments**

During educational studies, methodology is important especially for novice researchers. The data collection instruments should ensure that the study is objective by accurately measuring the research problem. (E. Kubai, correspondence, 2019 September, 15) brings out Reliability and Validity as involving measurement of instruments to ensure desirable, adequate and accurate research.

### **3.9 Validity of Research Instruments**

According to (E. Kubai, correspondence, 2019 September, 15) Validity ensures research instruments measure what it is supposed to measure accurately using both theoretical and empirical evidences. The researcher measured face, construct and content validity dimensions.

Face validity involves an indicator meaningfully measuring an underlying construct and ascertains that the construct under investigation is measured. University lecturers in particular my supervisors assisted in ascertaining this validity. Construct validity is translating a concept into a functioning reality. Especially in a cause effect relationship in which construct validity will justify the existence of a cause effect relationship. This involved review of theoretical and empirical literature on flexible working and employee performance while considering the respective indicators.

Content validity assessed how well items matched with the domain the research was trying to measure i.e the area under investigation. Experts in HRM were used to assess content validity.

### 3.10 Reliability of Research Instruments

Internal Consistency reliability measured how well the research instrument was measuring what it was supposed to measure. Correlation using Cronbach's alpha coefficient assisted in determining reliability of items. (Cronbach, 1951). A 0.7 threshold was accepted.

**Table 3.1 Reliability test**

---

<b>Variable</b>	<b>Cronbach's Alpha coefficient</b>	<b>No. of items in the questionnaire</b>	<b>Comments</b>
Phased retirement	0.775	5	Reliable
Work Family Programs	0.848	10	Reliable
Shift work	0.795	8	Reliable
Employee performance	0.775	6	Reliable

---

Average	0.79825	T.T 29	Reliable
---------	---------	--------	----------

---

**Source: Researcher (2023)**

Findings in the above table reveal that questions on phased retirement had a Cronbach's Alpha coefficient of 0.775, Work Family Programs 0.848, Shift Work 0.795 and Employee performance had a Cronbach's Alpha coefficient of 0.775. The aggregate Cronbach's Alpha coefficient was 0.79825 which exceeds the Cronbach's Alpha coefficient of 0.7. The research was therefore established to be reliable.

### 3.11 Data Analysis and presentation

This research study employed the use of descriptive analysis and thereafter the questionnaires were screened for competency and accuracy. This was followed by

data being entered by coding into a computer program SPSS, for computing i.e. measures of central tendencies and thereafter the final output displayed using pie charts and frequency distribution tables.

Flexible working and employee performance of medical personnel was determined using multiple regression analysis. The estimate equation presented below forecasted the dependent variable and showed values for the predictor variable as below

$$M.P.P.= \beta_0 + \beta_1 P.R + \beta_2 W.F.P + \beta_3 S.W + \varepsilon$$

Where M.P.P.= The Dependent Variable (Medical Personnel Performance)

P.R. = Phased Retirement

W.F.P = Work Family Programs

S.W. = Shift Work

$\beta_0$  = Constant

$\beta_1, \beta_2, \beta_3, \beta$  = coefficients

$\varepsilon$  = error term

### **3.12 Ethical Considerations**

Ethics involves what is morally right or wrong. Fisher, S. (2020). The survey began with an introduction explaining the authority to conduct the research, reason for conducting the research, who the research will benefit and its impact to the organization under study. Question wordings that may have offended, distressed or humiliated the participants were avoided. Ethical principles i.e. informed consent, confidentiality, prevention of deception and avoidance of harm were observed. Ethical

behavior pervades the research process; therefore, business ethics precedes how subjects are treated as well as the safeguarding of confidential information.

## CHAPTER FOUR

### DATA ANALYSIS, RESULTS, AND DISCUSSION.

#### 4.1 Introduction

This chapter presented analysis and presentation of data gathered using questionnaires method in accordance with research questions and objectives of the study. The chapter began with analysis of demographic information and thereafter descriptive and inferential statistics were used to help in interpreting the findings.

**Table 4.1 Response rate**

---

	Questionnaires administered	Questionnaires completed and returned
Respondents	100	85(100%)

---

**Source: Author (2023)**

The studies sample size was set at 85 and the researcher distributed 100 questionnaires to avoid risk of insufficient data. 91 questionnaires were completed and returned which added up to a response rate of 100%. This response was sufficient for data collection. This was according to Mugenda and Mugenda (2008) who recommended a response rate of 50% as a good sample for analysis, 60% as very good and any response rate above 70% as excellent thus the response rate of 100% was deemed sufficient for presenting the collected field data.

#### 4.2 Demographic information.

**Table 4.2 Age**

---

	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	43	50.6	50.6	50.6
31-40	22	25.9	25.9	76.5
41-50	13	15.3	15.3	91.8
Valid 51-60	7	8.2	8.2	100.0
<b>Total</b>	<b>85</b>	<b>100.0</b>	<b>100.0</b>	

#### **4.2.1 Age**

The respondents were asked to indicate their ages and the responses are tabulated in table 4.2 in frequencies and percentiles as follows.

**Table 4.2 Distribution of respondents by Age**

---

---

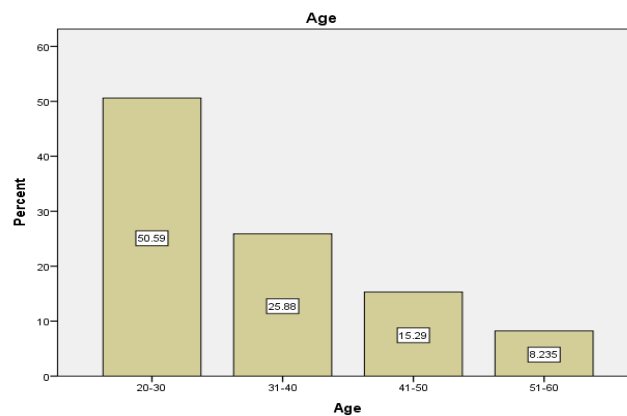
---

**Source: Researcher (2023)**

According to table 4.2 majority of the respondents were between ages 20-30 represented by 50.6% of the total population of respondents. This was followed by those employees in ages 31-40 representing 25.9% of the total population. Those in ages 41-50 represent 15.3% of the total population whereas respondents in age

bracket 51-60 represent 8.2% of the population. This shows that majority of the respondents are young and energetic to take over their work responsibilities accordingly for better performance. Also as ages increases the number of employees tend to decrease which can be attributed to retirement.

These results are tabulated in the figure 4.1 below



**Figure 4.1 Age**

**Source: Researcher 2023**

#### **4.2.2 Gender of respondents**

The respondents were asked to indicate their genders which are tabulated in the table

4. Below in frequencies and percentiles

**Table 4.3 Distribution of respondents by gender**

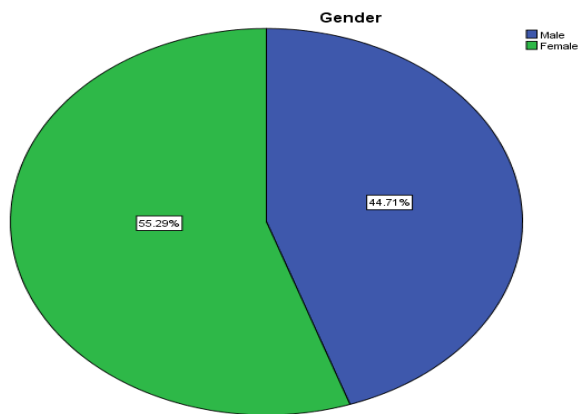
---

<b>Gender</b>					
		<b>Frequenc</b>		<b>Valid</b>	
		<b>y</b>	<b>Percent</b>	<b>Percent</b>	<b>Cumulative</b>
					<b>Percent</b>
	Male	38	44.7	44.7	44.7
Valid	Female	47	55.3	55.3	100.0
	Total	85	100.0	100.0	

---

**Source: Researcher (2023)**

The table above indicates male respondents as 44.7% whilst female respondents are 55.3% this indicates that more women are coming up to take up job responsibilities unlike the past where organizations were male dominated. There is no significant difference in the gender gap between males and females. This data is indicated in the pie chart below;



**Figure 4.2 Gender**

Source: researcher (2023)

#### 4.2.3 Marital status

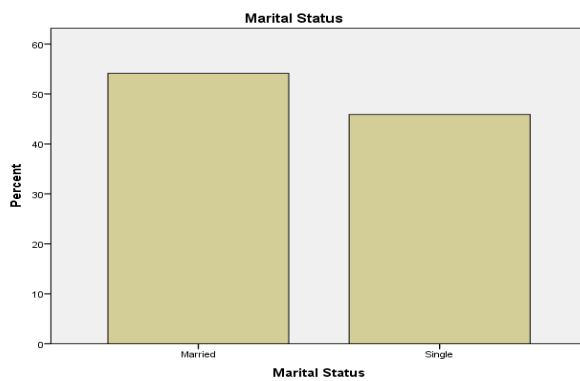
**Table 4.4 Distribution of respondents by Marital Status**

The respondents' marital status was tabulated below in frequencies and percentages;

Marital Status				
	Frequency	Percent	Valid Percent	Cumulative Percent
Married	46	54.1	54.1	54.1
Single	39	45.9	45.9	100.0
Divorce				
Valid d	NIL	NIL	NIL	NIL
Widowe		NI		
d	NIL	L	NIL	NIL
Total	85	100.0	100.0	

Source: Researcher (2023)

The respondents were asked to indicate whether they were Single, Married, Divorced or widowed respectively. None of the respondents indicated that they were either divorced or widowed. Majority of the respondents were married represented by 54.1% of the respondents whereas single employees were represented by 45.9% of the population. This was relevant when determining flexible work arrangements and employees' performance.



**Figure 4.3 Marital Status**

**Source: Researcher (2023)**

#### **4.2.4 Education Level**

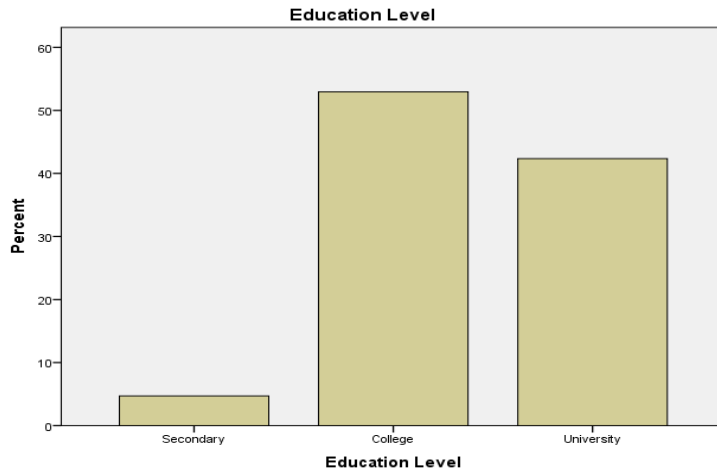
The respondents were asked to indicate their levels of education which is tabulated in the table below in frequencies and percentiles;

**Table 4.5 Distribution of respondents by education level**

		<b>Education Level</b>			
		<b>Frequenc</b>	<b>Percent</b>	<b>Valid</b>	<b>Cumulative</b>
		<b>y</b>		<b>Percent</b>	<b>Percent</b>
Valid	Secondary	4	4.7	4.7	4.7
	College	45	52.9	52.9	57.6
	University	36	42.4	42.4	100.0
	Total	85	100.0	100.0	

**Source: Researcher (2023)**

None of the respondents were uneducated, at primary level or others. Majority of the respondents had attended College represented by 52.9%. Those that had gone to university were represented by 42.4% of the respondents whereas Secondary level employees were represented by 4.7% of the respondents. This is an indication that education is relevant for the acquisition of skills and knowledge for professionalism and better performance of duties at work.



**Figure 4.4 Education Level**

**Source: Researcher (2023)**

### **4.3 Descriptive Statistics**

This section utilized descriptive statistics in analyzing respondents' data on the three variables of flexible work arrangements constituting the studies research objectives. Mean and Standard deviations were used to analyze respondents regarding phased retirement, work family programs, shift work and employee performance.

#### **4.3.1 Phased Retirement**

In analyzing responses for determining Phased Retirement and Employee Performance of Medical Personnel in Kericho County Referral Hospital, Kenya the following responses presented in table 4.5 were obtained.

**Table 4.6 Descriptive statistics for Phased Retirement**

Statement	N	Mea	S.D
		<b>n</b>	
Phased retirement ensures new inexperienced employees acquire skills and knowledge from older experienced employees.	85	4.21	.818
Phased retirement is a platform for mentoring and training of employees for succession planning	85	4.22	.822
Phased retirement is a good avenue for health affordability.	85	3.67	1.159
Replacing older workers result into loss of knowledge, experience and expertise.	85	3.81	1.118
Older workers wellbeing is ensured when they participate in employment.	85	3.61	1.206
Valid N (list wise)	85		

**Source: Researcher (2023)**

In the table 4.5 the respondents agreed (Mean 4.21 S. D 0.818) that phased retirement ensured new inexperienced employees acquire skills and knowledge from older experienced employees and mentoring and training is a platform for mentoring and training of employees for succession planning (Mean 4.22 S. D 0.822). However, respondents differed with the statement Phased retirement is a good avenue for health

affordability (Mean 3.67 S. D 1.159). This variance could be as a result of phased retirement not having a great popularity in organizations as old workers are considered unproductive. Responses from the open ended question on phased retirement and employee performance elicited mixed reactions such as phased retirement being relevant to improving performance in that it allows fresh blood into the organization and gives older workers a sense of purpose and connection to the organization. This is despite the fact that some respondents were of the view that those affected by phased retirement never go for training, never give room for newly trained staff to explore their skills and had burnout due to old age. Most of the respondents were of the opinion that phased retirement is relevant to employee's performance as lost knowledge means lost efficiency and revenue.

United States Government Accountability Office, (2017) did a study on Older workers: Phased retirement programs, although uncommon, provide flexibility for workers and Employers and asserted that in the last decade, inclusion of older workers in the labour market had significantly increased. Also, that the difficulty in replacing skilled expertise had resulted into phased retirement being offered in organizations. Pakpe, L.E. (2019) in their study Retirement choices by state and local public sector employees: The role of eligibility and financial incentives realized that the probability of early retirement had been greatly increased by the availability of Pension

#### **4.3.2 Work Family Programs**

In analyzing responses for examining Work Family Programs and Employee Performance of Medical Personnel in Kericho County Referral Hospital, Kenya the following responses presented in table 4.6 were obtained.

**Table 4.7 Descriptive statistics for Work Family Programs**

Statement	N	Mean	S.D
In Kericho County Referral Hospital leave policy is observed in the employment agreement.	85	4.25	.844
Kericho County Referral hospital offers paid Maternity/Paternity leave	85	4.36	.857
Kericho County Referral hospital has on-site recreational facilities for staff.	85	2.82	1.390
Medical personnel in Kericho County Referral Hospital participate in Kericho County Referral Hospital sponsored sporting events.	85	3.12	1.467
Kericho County Referral Hospital offers employee assistance on relationships and family issues through a professional counselor.	85	3.25	1.371
My family issues do not affect my performance	85	2.96	1.554
Group meals promote team bonding.	85	4.07	.949
Ample parking is an environmentally friendly benefit.	85	3.93	.973
Kericho County Referral Hospital offers adequate housing facilities or pays house allowance.	85	3.05	1.388
Child care facilities for nursing mothers are available at Kericho County Referral Hospital	85	3.21	1.544

**Source: Researcher (2023)**

According to table 4.6 the respondents agreed (Mean-4.36 S.D-0.857) Kericho County Referral hospital offers paid Maternity and Paternity leave. The respondents however disagreed with the statements; Kericho County Referral hospital has on-site recreational facilities for staff. (Mean-2.82 S.D-1.390) and Kericho County Referral Hospital offers employee assistance on relationships and family issues through a professional counselor. (Mean-3.25 S.D 1.371) this is despite agreeing that family issues do affect their performance. Organizations need to offer more varied benefits to their employees including mental health awareness services and also focus on child

and elder care as a way to support employee's health and mental wellbeing. Major responses to the open ended question on work family programs that might enhance employee performance included having family days, bring your kids to work days, continuous medical education, and couple therapy among others as a way to motivate employee performance. Kasau, M.G. (2017) in his study Work life balance and employee performance in the Ministry of Finance and Economic planning Kitui County Government, Kenya found out that Leave is not significant in improving performance of employees but the lack of it can be detrimental to employee's wellbeing. Also welfare policies.

#### **4.3.3 Shift Work**

In analyzing responses for examining Shift Work and Employee Performance of Medical Personnel in Kericho County Referral Hospital, Kenya the following responses presented in table 4.7 were obtained.

**Table 4.8 Descriptive statistics for Shift Work**

<b>Statement</b>	<b>N</b>	<b>Mean</b>	<b>S.D</b>
Work duties and responsibilities are co-shared at Kericho County Referral Hospital.	85	4.25	.800
Shift work ensures services are offered round the clock.	85	4.35	.812
Shift work provides opportunities for educational advancement.	85	4.08	.889
Shift work has to be accompanied by corresponding breaks i.e. the longer the shift the longer the break.	85	3.87	1.089
Quality of care ensures customer satisfaction.	85	4.46	.749
Canteens and restrooms are within proximity as you work.	85	3.00	1.480
Kericho County Referral Hospital offers days off between shifts.	85	4.28	.796
Valid N (list wise)	85		

**Source: (Researcher 2023)**

According to table 4.7 respondents are in agreement with the following statements; Shift work ensures services are offered round the clock (Mean- 4.35 S. D-0.812) and Kericho County Referral Hospital offers days off between shifts (Mean-4.28 S.D-0.796). Also Quality of care ensures customer satisfaction. (Mean-4.46 S.D 0.749). However, the respondents differ with the statement that; there are adequate shift work employees at Kericho County Referral Hospital. (Mean-3.12 S.D-1.349). These responses are in agreement with McHugh, M., Farley, D., & Rivera, A.S. (2020) in their study A qualitative exploration of shift work and employee wellbeing in the US Manufacturing environment whose findings are that Shift work is effective in enhancing employee performance and is financially beneficial to employees. Respondents also suggested more staffing for adequacy.

#### 4.3.4 Employee Performance

The respondents' thoughts regarding employee performance are recorded in table 4.8 below;

**Table 4.9 Descriptive Statistics for Employee Performance**

Statement	N	Mean	S.D
Flexible Work Arrangements positively influences service delivery.	85	4.41	.678
Flexible Work Arrangements reduces chances of workplace injuries.	85	4.29	.857
Flexible Work Arrangements has a positive impact on employee absenteeism.	85	4.28	.796
I have been forced on several occasions to come up with excuses for lateness and absenteeism.	85	4.16	.924
Flexible Work Arrangements has a positive impact on medical personnel's personal development.	85	4.16	.998
Flexible Work Arrangements are examples of low cost benefits offered to medical personnel.	85	3.88	1.159

Valid N (list wise)85

Source: Researcher (2023)

According to table 4.8 respondents agreed with the statements; Flexible Work Arrangements reduces chances of workplace injuries (Mean-4.29 S.D-.857)., Flexible Work Arrangements has a positive impact on employee absenteeism (Mean-4.2 S.D 0.796)., and Flexible Work Arrangements has a positive impact on medical personnel's personal development (Mean-4.16 S.D-0.998) but differed with the statement Flexible Work Arrangements are examples of low cost benefits offered to medical personnel (Mean-3.88 S.D-1.159). Some respondents were of the opinion that flexible work arrangements encouraged absenteeism. According to Kipkoech, K.V. (2018) in his study Flexible work arrangements on employee performance of medical personnel in Kericho County Referral Hospital, Kenya Flexi work strategies

determine employee performance in an organization whereby an organization should put in place structures and policies that ensures improved performance towards the realization of organizations goals and objectives.

#### **4.4 Inferential Statistics**

Section 4.4 involved analyzing the relationship between the independent and the dependent variables of the study. Data was gathered and analyzed using correlation and regression analysis to determine the degree of correlation between the independent and dependent variable. The independent variables included Phased Retirement, Work Family Programs and Shift Work. Employee performance was the Dependent variable of the study.

##### **4.4.1 Phased Retirement and Employee Performance.**

The findings of the relationship between Phased Retirement and employee performance are presented in table 4.9 below

**Table 4.10 Descriptive Statistics for phased retirement**

		Employee Performance
	Pearson's	.254*
	Correlation	
Phased Retirement	Sig. (2 tailed)	.019
	N	85

\*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.9 showed that Phased Retirement had a negative correlation ( $r=0.254$ ;  $p>0.05$ ) with employee performance. This implies that phased retirement is not significant in influencing employee performance. This insignificance could be attributed to phased retirement not having great popularity in organizations and also as a result of a perceptions that old workers are unproductive. Gathiira, T.G., Muathe, S.M.A & Kilika J.M. (2019) in their study Employee separation planning and retirement preparedness of secondary school teachers in Kenya: What is the effect of HRM Practices? found out a delink in HR practices between retirement and succession planning.

#### **4.4.2 Work Family Programs and Employee Performance**

The findings of the relationship between Work Family Programs and employee performance are presented in table 4.10 below

**Table 4.11 Work Family Programs and Employee Performance**

		Employee Performance
	Pearson's	.327**
	Correlation	
Work Family Programs	Sig. (2-tailed)	.002
	N	85

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

Table 4.10 shows that Work Family Programs had a negative correlation ( $r=0.327$ ;  $p>0.01$ ) with employee performance. This implies that work family programs are not significant in influencing employee performance. This insignificance could be attributed to different opinions of medical personnel's in their views on the way their wellness in terms of how work family programs is being handled at the hospital. Also, the informality of handling work family programs in organizations. According to Kasau, M.G. (2017) Work life balance and employee performance of medical personnel in the Ministry of Finance and Economic planning Kitui County Government, Kenya; Leave is not significant in improving performance of employees but the lack of it can be detrimental to employee's wellbeing. Also welfare policies.

#### **4.4.3 Shift Work and Employee Performance**

The findings of the relationship between Shift Work and employee performance are presented in table 4.11 below;

**Table 4.12 Shift Work and Employee Performance**

		Employee Performance
	Pearson's	.541**
	Correlation	
Shift Work	Sig. (2tailed)	.000
	N	85

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

Table 4.11 shows that Shift work has a strong positive correlation with Employee Performance ( $r=0.541$ ;  $p<0.01$ ). This is an indication that Shift Work positively influences the Level of medical personnel's performance at work. McHugh, M., Farley, D., & Rivera, A.S. (2020) in their study A qualitative exploration of shift work and employee wellbeing in the US Manufacturing environment found out that Shift work is effective in enhancing employee performance and is financially beneficial to employees in that employees can embark on other income generating activities outside their shifts and can also be engaged in other activities such as furthering their studies for their own personal development. Shift work is therefore an important contributor to employee wellbeing and performance.

#### **4.4.4 Model Summary**

The Model Summary 4.12 below show findings of the multiple regression analysis conducted to test the influence of independent variables on the dependent variable.

**Table 4.13 Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.542 <sup>a</sup>	.293	.267	.53692

a. Predictors: (Constant), Shift-Work, Phase Retirement, Work Family Programs

b. Dependent Variable: Employee performance

**Source: Researcher (2023)**

From table 4.12 above, predictors present a positive correlation ( $R=.542$ ) with the dependent variable. The coefficient of determination  $r^2$  from the table is 0.293 i.e. the three independent variables of the study explain 29.3% percent of the variance. The remaining 70.4% can be explained by other factors not studied in this research such as fringe and financial benefits.

**Table 4.14 Summary of the ANOVA Findings**

**ANOVA<sup>a</sup>**

Model		Sum of	df	Mean	F	Sig.
		Squares		Square		
1	Regression	9.693	3	3.231	11.208	.000 <sup>b</sup>
	Residual	23.351	81	.288		
	Total	33.044	84			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Shift-Work, Phase Retirement, Work Family Programs

**Source: Researcher (2023)**

From the table 4.13 above on analysis of variance, F-statistic is 11.208 with a corresponding P value of 0.000. This implies a significance of the three independent variable on the dependent variable as  $P < 0.05$ .

**Table 4.15 Coefficients<sup>a</sup>**

Model	Unstandardized		Standardize t		Sig.	Collinearity	
	Coefficients		d			Statistics	
	B	Std. Error	Beta			Toleranc	VIF
(Constant)	2.229	.384		5.798	.000		
Phase Retirement	-.027	.091	-.033	-.299	.766	.736	1.359
1 Work Family Programs	-.009	.091	-.012	-.102	.919	.615	1.626
Shift-Work	.537	.124	.565	4.316	.000	.509	1.965

a. Dependent Variable: Employee performance

**Source: Researcher (2023)**

From the multiple regression analysis presented in table 4.14 above the findings are guided by the model below;

$$M.P.P.= 2.229 - 0.027P.R - 0.009 W.F.P + 0.537 S.W + \varepsilon$$

To mean;

M.P.P = Medical Personnel Performance

P.R = Phased Retirement

W.F.P = Work Family Programs

S.W = Shift Work

$\varepsilon$  = Error Term

The above regression equation proves that, factoring all variables (Phased Retirement, Work Family Programs and Shift Work) at Zero constant, the performance of Medical Personnel at Kericho County Referral Hospital would be 2.229. In addition, if all other variables are kept constant, one unit rise in Phased Retirement will result in -0.027 decrease in performance of medical personnel in Kericho County Referral Hospital. One unit rise in Work Family Programs will result in -0.009 decrease in the performance of Medical Personnel at Kericho County Referral Hospital. However, the research findings from the medical personnel views indicated that one unit rise in Shift Work resulted in a significant increase of 0.537 of Medical Personnel Performance at Kericho County Referral Hospital. At 95% confidence level, Phased Retirement (p-value= 0.766), Work Family Programs (p-value = 0.919) are insignificant variables in the model. However, Shift Work (p-value =0.00) is a significant variable in the model. Kipkoech, K.V. (2018) in his study Flexible work arrangements on employee performance of medical personnel in Kericho County Referral Hospital, Kenya found out that Flexi work strategies determine employee performance in the organization which concur with the current study that shift work increases employee performance.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

Chapter five presents summary of findings for the study as per demographic, descriptive and inferential statistics and thereafter conclusions and recommendations for further studies.

#### **5.2 Summary of Findings**

According to this section the study findings will be summarized including demographic, descriptive and inferential statistics results.

##### **Demographic information:**

##### **Age**

Majority of the respondents were between ages 20-30 represented by 50.6% of the total population of respondents. This shows that majority of the respondents are young and energetic to take over their work responsibilities accordingly for better performance. Also as ages increases the number of employees tend to decrease which can be attributed to retirement.

##### **Gender**

The table above indicates male respondents as 44.7% whilst female respondents are 55.3% this indicates that more women are coming up to take up job responsibilities unlike the past where organizations were male dominated. There is no significant difference in the gender gap between males and females.

## **Marital Status**

None of the respondents indicated that they were either divorced or widowed. Majority of the respondents were married represented by 54.1% of the respondents whereas single employees were represented by 45.9% of the population. This was relevant when determining flexible work arrangements and employees' performance.

## **Educational Level**

Majority of the respondents had attended College represented by 52.9%. Those that had gone to university were represented by 42.4% of the respondents whereas Secondary level employees were represented by 4.7% of the respondents. This is an indication that education is relevant for the acquisition of skills and knowledge for professionalism and better performance of duties at work.

## **Descriptive Statistics:**

### **Objective 1: Phased Retirement and Employee Performance of Medical Personnel in Kericho County Referral Hospital, Kenya**

Phased retirement is relevant for continuity of operations and management of short term knowledge in the organization. It promotes mentoring and training of employees' as a way of succession planning. Phased retirement also provides a platform for employees with experience to impart skill and expertise to new inexperienced personnel in the workplace. Under phased retirement the employer and employee agree to a working schedule to reduce the number of working hours or even allow almost retiring employees to work part time i.e. flexible working as they begin to draw retirement benefits. Psychological contract theory involves unwritten ideologies of what is expected from the employee by the employer. This concept

which informed phased retirement is an employee's way of adherence to psychological contract and involves performance in terms of improved throughput, reduced rework and reduced workplace injury. This ensures customers satisfaction, accuracy in diagnosis/no complaints and professional development goes on.

Majority of the respondents were of the opinion that phased retirement ensures acquisition of skills and knowledge by new inexperienced employees from their older counterparts. Phased retirement was also realized to be a good platform for mentoring and training of employees for succession planning.

Findings however differed with the statement that phased retirement can be a good avenue for health affordability. It was also identified that Phased Retirement has a negative correlation with Medical Personnel Performance in Kericho County Referral Hospital ( $r=0.2.54$ ;  $p>0.05$ ). Papke, L.E. (2019) concurred with this statement by being of the opinion that poor health associated with old age have large economic effects. Phased Retirement having a negative correlation with employee performance implied that phased retirement was not significant in influencing employee performance. This insignificance could be attributed to phased retirement not having great popularity in organizations and also as a result of the perceptions that older workers are unproductive, never go for trainings, had burnout and never give room for newly trained staff to explore their skills and knowledge. Also, majority of the respondents are young and energetic and showed enthusiasm to take over their work responsibilities accordingly for better performance. This may create a know it all attitude in the young energetic workers thereby neglecting phased retirees input in their work.

## **Objective 2: Work Family Programs and Employee Performance of Medical Personnel in Kericho County Referral Hospital, Kenya**

Work Family Programs involve discrete organizational programs beyond the basic family requirements and share a common goal of supporting employees' family demands. One needs to understand organizational support for work family programs for positive employee behavior and productivity.

Social exchange theory is relevant to Work Family Programs and utilizes economic analogies derived from cost benefit analysis. This theory was used to understand the interrelationship between employers and employees in enhancing performance through personal development and reduced absenteeism which will ensure employees attend to work punctually with improved focus on their performance. This will also minimize cases of staff turnover. Flexibility of work will act as a benefit to employees whereas employees will commit themselves to work by spending more time at the workplace and foregoing any lost opportunity.

Majority of the Medical Personnel were of the opinion that Kericho County Referral hospital offered paid Maternity and Paternity leave as a benefit of Work Family Programs whereby workers could go on leave to rejuvenate their energies. However, the respondents disagreed to having Work Family Programs such as on-site recreational facilities for staff and employee assistance programs such as assistance on family issues through a professional counselor. From the findings it was identified that Work Family Programs had a negative correlation ( $r=0.327$ ;  $p>0.01$ ) with Medical Personnel Performance in Kericho County Referral Hospital. This insignificance could be attributed to different opinions of medical personnel's in their views on the way their wellness is being handled at the hospital. Also most personnel felt that Work Family Programs are not being emphasized and besides being biased

Work Family issues were being handled informally at Kericho County Referral Hospital. Work family conflict has been prompted by a lack of balance between work and family life. Mukanzi, C. & Eshirungo, I. R. (2020) assert that long working hours increase rates of absenteeism and result in poor health. Findings of this study reveal lack of work life balance having a significant influence on employee commitment and recommends the need to formulate policies to mitigate against work life conflict and enhance employee performance and commitment. Responses to the open ended question on work family programs that might enhance employee performance included suggestions for having varied work family benefits such as having family days, bring your kids to work days, continuous medical education, and couple therapy among others as a way to motivate employee performance.

### **Objective 3: Shift Work and Employee Performance of Medical Personnel in Kericho County Referral Hospital, Kenya**

Shift work generally means extending hours of work to cover the entire 24-hour period of work using different groups of workers succeeding each other.

Spill over theory reiterated that Perceptions, attitudes and behavior an individual possesses can be utilized in another domain as a manifestation of one's knowledge and expertise. Spill over that is negative stresses an employee whilst positive spill over motivates better employee performance of medical personnel in terms of low cost employee benefits, patient safety and care and employees control over their personal time. Shift work can result into low cost benefits such as commuting assistance, efficiency of employees, planning, team morale and autonomy. Also, monitoring of patients for deterioration and continuity of work as well.

Majority of the respondents agreed that shift work ensures services are offered round the clock i.e. 24 hours seven days a week. The respondents also agreed that they were

allowed days off in between shifts to rest and concentrate on other matters life. Although the respondents were of the opinion that they required more hands, Quality of care ensured customer satisfaction. The study on Shift work established a strong positive correlation between shift work and Medical Personnel's Performance ( $r=0.541$ ;  $p<0.01$ ). in that Shift work positively influenced employee performance in Kericho County Referral Hospital. McHugh, M., Farley, D., &Rivera, A.S. (2020) in their study A qualitative exploration of shift work and employee wellbeing in the US Manufacturing environment suggested to employers to consider strategies that mitigate adverse mental and physical health effects of shift work such as flexible scheduled on-site child care, commissaries and leisure and recreation programs to save time and reduce family stress towards enhanced employee performance.

### **5.3 Conclusion**

Based on the study findings phased retirement ensures acquisition of skill and knowledge for continuity of operations as phased retirement is a good platform for mentoring and training of employees for succession planning. Prompted by policy attention flexible working has benefitted older workers to stay in employment longer. Loretto, W.&Vickerstaff, S. (2015). Majority of the respondents were of the opinion that phased retirement ensures acquisition of skills and knowledge by new inexperienced employees from their older counterparts. Phased retirement was also realized to be a good platform for mentoring and training of employees for succession planning. As a result of this employees will acquire practical hands on knowledge and skills. Also, chances of workplace injuries if any will reduce. A practical explanation for this variance of insignificance of phased retirement could be as a result of know it all attitudes of young energetic employees, lack of sensitization on phased retirement as phased retirement does not have great popularity in organizations and also as a

result of the perception that old workers are unproductive. This perception can be diffused by sensitizing workers and management on the benefits of phased retirement being offered in organizations.

On Work Family Programs organizations should ensure that they participate in the development of employees and their families to be able to come up with well-rounded employees. By offering leave programs Kericho County Referral Hospital is able to rejuvenate Medical Personnel Energies and allow them spend time with their families. This will reduce cases of absenteeism. Employee's wellbeing and personal development is important for the achievement of company goals and objectives.

Shiftwork enhances employee's performance in that it allows time in between shifts for rest and break during which an employee can further develop himself. During shift breaks an employee can decide to further his/her studies for personal development. Employees can also utilize shifts to engage in other economically beneficial activities such as side hustles. Shift work is also an example of a low cost benefit to the employees from the employer.

#### **5.4 Recommendations**

These study's recommendations are based on the study's findings and conclusions. The study recommends flexible working arrangements to be offered in Kericho County Referral Hospital so as to enhance Medical Personnel's performance. Phased retirement should be emphasized to Medical Personnel at Kericho County Referral Hospital so as to ensure imparting of knowledge and skill by retirees to young Medical Personnel and in so doing also enable the retiring employees to benefit from the healthcare and wellness programs being offered by the Hospital.

Kericho County Referral Hospital should offer varied work family programs, on-site recreational facilities for its staff such as gymnasiums, employee assistance programs such as counselors for Medical personnel's physical, psychological wellbeing and development. Kericho County Referral Hospital should also consider recruiting additional shift workers to ensure adequate and efficient services at the Hospital.

Flexible work Arrangements are low cost benefits that Medical Personnel at Kericho County Referral Hospital can benefit from. The flexible work revolution has brought about challenges some of which are significant but entirely possible to overcome with commitment and action.

#### **5.5 Suggestions for further research.**

The study suggested further studies to be done on the benefits of phased retirement and work family programs as there seems to be a gap in terms of differing opinions and a discriminative approach when it comes to the application of these Flexible Work Arrangement strategies. Further research should also be conducted on how to balance employees work and family life and how organizations can contribute to assisting the aging employees. This study should be extended to cover a wider area so as to ensure more generalized findings.

## REFERENCES

- Adisa, A., Osabute, E. & Gbadamosi, G. (2017) The Implications of Work-Family Balance Among Dual-Earner Couples: The case of Medical Practitioners in Nigeria, *Career Development International*, DOI:10.1108/CDI-09-2016-0154
- Adom, D., Hussein, E. K. & Agyem, J.A. (2018) Theoretical and Conceptual framework
- Agunga, M.A. (2016) Effect of financial literacy on financial preparedness for retirement among permanent and pensionable employees in state owned corporations in Nairobi, / Kenya
- Annual Leave Africapay.org/Kenya is connected to the wage indicator Network. 2021
- Atmowardoyo, H. (2018). Research Methods in TEFL Studies: Descriptive Research, Case Study, Error Analysis, and R & D. *Journal of Language Teaching and Research*, Vol. 9, No. 1, pp. 197-204. DOI:<http://dx.doi.org/10.17507/jltr.0901.25>
- Austin-Egole, Stella, I., Iheriohanma, E.B.J. & Iheanacho, (2022) Flexible Working Arrangements and Organizational Performance: An Empirical Comparative Analysis of Production Companies. *International Journal of Applied Research in Social Sciences* P-ISSN: 2706-09176, E-ISSN: 2706-9184. Vol.4, Issue,4, pp.131-146 DOI:10.51594/ijarss.v4i4.341 retrieved from [www.fepbl.com/index.php/ijarss](http://www.fepbl.com/index.php/ijarss)
- Bernik, M. & Jasmina, Z. (2021) Impact of work-family balance results on employee work engagement within the organization: A case of Slovenia
- CIPD, (2019) *Cross-Sector Insights on Enabling Flexible Working*. Retrieved from <https://www.cipd.co.uk>
- Clarke, S. & Holdsworth, L. (2017). Flexibility in the Workplace: Implications of flexible work arrangements for individuals, teams and organizations. *Acas research publications* available from [www.acas.org.uk/researchpapers](http://www.acas.org.uk/researchpapers). ISBN 978-1-908370-77-8
- Dr. Vereendra, D.H. (2016) Work Life Balance Policies, Practices and Its impact on Organizational Performance: *International Journal of Latest Technology in Engineering, Management & Applied Science (IJLTEMAS)* Volume V, Issue VIII July, 2016 /ISSN 2278-2540

- Ejebu, O-Z., Dall'Ora C. & Griffiths, P. (2021) Nurses' experiences and preferences around shift patterns: A scoping review. *Plos ONE* 16(8): e0256300. Doi: 10.1371/journal.pone.0256300
- Eldo, L. & Westman, M. (2016) The Work/ Nonwork Spillover: The Enrichment role of Work Engagement. *Journal of leadership & organizational studies* 1-14 DOI: 10.1177/1548051816647362
- Eurofound and the International Labour Office (2017), *Working anytime anywhere; The effects on the world of work*, Publication office of the European Union, Luxembourg, and the International Labour Office, Geneva. Retrieved from <https://www.ilo.org>
- Fisher, S. (2020) Ethical issues to consider when conducting survey research
- Gathiira, T.G., Muathe, S.M.A & Kilika J.M. (2019) Employee Separation Planning and Retirement Preparedness of Secondary School Teachers in Kenya: What is the effect of HRM Practices? *IOSR Journal of Business Management (IOSR-JBM)* e-ISSN: 2278-487X, p-ISSN: 2319-7668. Vol. 21, Issue 3
- Gemma, D. (2018) Flexible working; How to implement flexibility in the workplace to improve employee performance of medical personnel 1st Edition
- Godfrey, A. (2018) The influence and impact of long-term and short-term contracts on employee behavior- a study of Nigeria's banking industry *International journal of Economics, commerce and management* Vol. VI, Issue 12.
- Golec, I. I., Farrell, J. B., & Bohle, P., (2016) Social and Family Issues in Shift Work and Non-standard working hours. 1<sup>st</sup> ed. 2016 Edition ISBN-13: 978-3319422848 <https://www.opm.gov/retirement-services/phased-retirement/>
- Huber, M., Lechner, M. & Wunsch, C. (2016) The effects of Firms' phased retirement policies on the Labour Market Outcomes of their employees' in: *ILR Review*, 2016, 69(5), 1216-1248
- Kasau, M.G. (2017) Work life balance and employee performance of medical personnel in the ministry of finance and economic planning Kitui County Government, Kenya
- Keliher, C. & L. M. De Menezes, (2019) Flexible working in organizations; A *research overview* (state of the art in business research) 1st Edition
- Kipkoech, K.V. (2018) Flexible working arrangements on employee performance of medical personnel in Kericho County Referral Hospital, Kenya
- Koole, B.C. (2018) Sustainable employability in shift work

- Loretto, W. & Vickerstaff, S. (2015). Gender, Age and Flexible working in Later Life; *Article in work Employment and Society*. DOI: 10.1177/0950017014545267 retrived from: <https://www.researchgate.net/publication/272823133>
- Mandatory ingredients of a quality research. *International journal of scientific research* Volume-7 |Issue-1 \ January-2018\ ISSN No. 2277-
- Mbanya, J.M. (2018) Work life balance programs and employee performance of medical personnel in Commercial banks in Nyeri county, Kenya.
- McHugh, M., Farley, D., & Rivera, A.S. (2020) A Qualitative Exploration of Shift Work and Employee Wellbeing in the US Manufacturing Environment. *J Occup Environ Med.* 2020 Apr; 62(4):303-306. DOI: 10.097/JOM.0000000000001823. PMID: 32032186
- Memo (2020 August,12) Couty Government Department of Health Services REF: KCO/COHS/MM/20/08(84)
- Mukanzi, C. & Eshirungo, I.R. (2020) Influence of work-life conflict on employee commitment in the independent electoral and boundaries commission of Kenya *International Journal of Academic Research and Development* Volume 5; Issue 5; 2020; Page No. 01-09
- Munyiva, M.J. (2018) Work life balance and employee performance of medical personnel  
of the Kenya Ports Authority, Mombasa County, Kenya.
- Ofosuhene, D. & Sammo, Z. (2020) Does contract employment affect the behavior of employees? *International journal of academic research in business and social sciences* Vol. 10 No. 5
- Older worker: Phased retirement programs although uncommon, provide flexibility for workers and employers. US Government Accountability Office June, 2017
- Older Workers Phased retirement programs, although uncommon, provide Flexibility for workers and Employers *Report to the special committee on Aging, U.S. Senate* June, 2017
- Oloo, L.O. (2018) Influence of short-term employment contracts on employee performance of medical personnel in humanitarian non-governmental organizations in Nairobi County

- Otieno, V.O. (2020) Work life balance and employee performance of medical personnel in selected public universities in Kiambu County Kenya
- Papke, L.E. (2019) Retirement choices by state and local public sector employees: the role of eligibility and financial incentives *journal of pension Economic & Finance*, vol.18 Special Issue 4: Incentives and Limitations of employment policies on retirement transitions,<https://doi.org/10.1017/S1474747218000446>
- Phased retirement US Office of Personnel Management Regulation (OPM) *Law Library 2018edition* USC Libraries; Research Guides, (2022). Retrieved from <https://libguides.usc.edu>
- Shift work- ILO factsheet prepared by the ILO on the basis of a contribution by AkimaHamandia-Guldenberg. Retrieved from <https://www.ilo.org>
- Social Theories Social Exchange Theories slide share 6th July, 2017
- Sylvia,S.Y.,Hongmei, Y., Hao. X. & Gordon L. (2021) Public service quality under permanent and Fixed-term Employment Contracts: Evidence from Physician Supply of Primary Care
- Ting, W. & Po-Chien, C. (2018) The impact of work-family programs on work-family facilitation and role performance: The dual moderating effect of gender: *Asia Pacific Journal of Human Resources/* Vol 58, Issue 1/ p. 46-65 <https://doi.org/10.1111/1744-7941.12206>
- United States Government Accountability Office (2017) Older Workers Phased Retirement Programs, Although Uncommon; Provide Flexibility for Workers and Employers. *Report to the Special Committee on Aging, U.S. Senate*. Retrieved from <https://www.gao.gov>
- Wiley, S. B. (2018) Navigate Chaos: A 5-step guide to Balance work, Family and Other Life priorities
- Xiang, Y.T., Yang Y., Wen Li, Zhang L., Zhang Q., Cheung T., et al (2019) Guidance for employers on flexible work arrangements and other good workplace practices in the context of Covid 19 Timely mental health care for the 2019 novel coronavirus outbreak is urgently needed. *Lancet psychiatry*; published online 4th February. [https://doi.org/10.1016/S2215-0366\(20\)30046-8](https://doi.org/10.1016/S2215-0366(20)30046-8) UNICEF for every child

## **APPENDICES**

### **Appendix I: Letter of Introduction**

**KORIR COLLINS**

**P.O. BOX 1526-20200**

**KERICHO**

Dear Sir/Madam,

#### **RE: DATA COLLECTION**

I'm Collins Korir, a student at Kenyatta University (formally Kericho Campus) pursuing a Master's of Business Administration Degree, Human Resource Management Option. During my coursework I am required to come up with a project report. Therefore, I have chosen a research topic on the Effect of Flexible Work Arrangements on Employee Performance in Kericho County Referral, Kenya. You are my selected respondents. I would therefore like to request for permission to carry on my research in your institution. The information to be obtained is going to be confidential and won't be used in any harmful way against you, other persons or any entity. Any questions, comments or requests can be communicated through the contact no. herewith;

Your corporation to this worthy course will be highly appreciated.

Yours Faithfully,

**Korir Collins**

**D53/KER/PT/38506/2016**

**0715117331**

## **Appendix II: Questionnaire**

My name is Korir Collins, a Masters candidate of Human Resource Management in Kenyatta University. This questionnaire is part of the data generating process for my research project entitled “Effect of Flexible Work Arrangements on Employee Performance in Kericho County Referral Hospital” The information received will be used for academic purposes only. Your co-operation is vital towards realizing the objective of this study. Kindly answer all questions truthfully and objectively.

### **Instructions**

- **Do not write your name or department anywhere on this questionnaire.**
- **Answer all questions either by ticking the circles or writing on the spaces provided.**

**SECTION A: Demographic Information of the respondents.** (Tick one that applies to you.)

1. Indicate your age

20-30           

31-40           

41-50           

51-60           

60 and above  

2. Indicate your gender

Male           

Female         

3. Indicate your marital status

Married       

Single

Divorced

Widowed

4. Indicate Number of Children

1

2-4

5-7

7 and above

5. Indicate the age of your children

0-5

6-10

11-15

16-18

18 and above

6. For how long have you served in Kericho County Referral Hospital?

Less than 5 years

5-10 years

10-15 years

Over 15 years

7. What is your highest level of education?

Not gone to school

Primary

Secondary

Middle level college

University

Others

**SECTION B: Effects of phased retirement on employee performance**

**Please indicate the extent to which you agree or disagree with the following statement.**

NO.	STATEMENT	STRONG	DISAGR	NEUTRA	AGREE	STRONG
		1	2	3	4	5
1.	Phased retirement ensures new inexperienced employees acquire skills and knowledge from older experienced employees.					
2.	Phased retirement is a platform for mentoring and training of employees for succession planning					
3.	Phased retirement is a good avenue for health affordability.					
4.	Replacing older workers result into loss of knowledge, experience and expertise.					
5.	Older workers wellbeing is ensured when they participate in employment.					

6. How is phased retirement effectively or ineffectively driving performance in Kericho County Referral Hospital? Explain.

.....

.....

.....

.....

**SECTION C: Effects of work family programs on employee performance**

Please indicate the extent to which you agree or disagree with the following statement.

NO.	STATEMENT	STRONG	DISAGR	NEUTRA	AGREE	STRONG
		1	2	3	4	5
1.	In Kericho County Referral Hospital leave policy is observed in the employment agreement.					
2.	Kericho County Referral hospital offers paid Maternity/Paternity leave					
3.	Kericho County Referral hospital has on-site recreational facilities for staff.					
4.	Medical personnel in Kericho County Referral hospital participate in Kericho County Referral Hospital sponsored sporting events.					

5.	Kericho County Referral Hospital offers employee assistance on relationships and family issues through a professional counselor.					
6.	My family issues do not affect my performance.					
7.	Group meals promote team bonding.					
8.	Ample parking is an environmentally friendly benefit.					
9.	Kericho County Referral Hospital offers adequate housing facilities or pays house allowance.					
10.	Child care facilities for nursing mothers are available at Kericho County Referral Hospital					

11. In your own opinion which work family programs would enhance employee performance at Kericho County Referral Hospital?

Explain.....  
.....  
.....  
.....

**SECTION D. Effects of Shift work on employee performance in Kericho County Referral Hospital.**

**Please indicate the extent to which you agree or disagree with the following statement.**

NO.	STATEMENT	STRONG	DISAGR	NEUTRA	AGREE	STRONG
		STRONG	DISAGR	NEUTRA	AGREE	STRONG
		1	2	3	4	5
1.	Work duties and responsibilities are co-shared at Kericho County Referral Hospital.					
2.	Shift work ensures services are offered round the clock.					
3.	There are adequate shift work employees at Kericho County Referral Hospital.					
4.	Shift work provides opportunities for educational advancement.					
5.	Shift work has to be accompanied by corresponding breaks i.e. the longer the shift the longer the break.					
6.	Quality of care ensures customer satisfaction.					
7.	Canteens and restrooms are within proximity as you work.					
8.	Kericho County Referral Hospital offers days off between shifts.					

9. Give your comments on shift work and its contributions to performance of medical staff

#### **SECTION D. EMPLOYEE PERFORMANCE**

		1	2	3	4	5
1.	Flexible Work Arrangements positively influences service delivery.					
2.	Flexibel Work Arrangements reduces chances of workplace injuries.					
3.	Flexible Work Arrangements has a positive impact on employee absenteeism.					
4.	I have been forced on several occasions to come up with excuses for lateness and absenteeism.					
5.	Flexible Work Arrangements has a positive impact on medical personnel's personal development.					
6.	Flexible Work Arrangements are examples of low cost benefits offered to medical personnel.					

7. Do you agree that flexible work arrangements yield positive employee performance? Explain.

.....

.....

.....

.....

**Thank you for your cooperation.**