

## **Flexible Work Programs and Employee Performance in Public Hospitals in Kenya**

**Kosgei, F.C<sup>1</sup> & Dr. Maende, B.M.<sup>2</sup>**

<sup>1</sup>Student, KCA University, Department of Business Administration, School of Business, Kenya

<sup>2</sup>Lecturer, KCA University, Department of Business Administration, School of Business, Kenya

### **Abstract**

This study examined the influence of flexible work programs on employee performance in public hospitals in Kenya. The research focused specifically on the relationship between flexible working options (flextime, telework, and job sharing) and employee performance. The study employed a descriptive research design, targeting a population of 928 employees at two Level 5 hospitals in Nairobi County - Mbagathi Hospital and Mama Lucy Kibaki Hospital. Using Stattek's algorithm, a sample size of 280 employees was determined, with 170 respondents completing the questionnaires, representing a 61% response rate. Data was collected through questionnaires and analyzed using both descriptive and inferential statistics. The findings revealed that flexible working options had a positive and statistically significant relationship with employee performance ( $r=0.557$ ,  $p=0.000$ ). The regression analysis showed that flexible working options explained 52.8% of the variation in employee performance ( $R^2=0.528$ ). The study found that 66.5% of respondents believed their hospitals provided flexible work arrangements, while 74.1% agreed that task delegation supported employee absence management. The research concluded that flexible working options significantly influenced employee performance in public hospitals. Implementation of flexible work arrangements led to improved job satisfaction, reduced absenteeism, and enhanced service delivery. The study recommended that public hospitals should develop comprehensive flexible working policies, including remote work options, flexible scheduling, and effective staff coverage systems. Additionally, it suggested that health sector policymakers should formulate guidelines to support work-life balance initiatives in public hospitals.

**Keywords:** *Flexible Work Programs, Employee Performance, Public Hospitals*

## **1. Introduction**

Organizations aimed to achieve optimal performance by focusing on employee performance in a dynamic and evolving environment (Al-Hawary & AL-Hamwan, 2017). Organizations in the health sector recognized the ever-changing operating environments and acknowledged the importance of providing services that aligned with the needs and expectations of stakeholders. Hence, the performance of employees was a crucial aspect for these organizations. Employees who were significantly impacted by various factors typically influenced the overall performance of companies, including those related to their family and work situations, and sometimes both. Therefore, it was crucial to prioritize work-life balance, as it promoted employee productivity and effectiveness. Elements of lifestyle encompassed various dimensions such as physical well-being, spiritual fulfillment, enjoyment, recreational pursuits, and undoubtedly, familial relationships (Heathfield, 2016). The three elements of work-family balance that Yucel (2021) highlighted were time balance, involvement balance, and satisfaction balance. Remuneration or voluntary engagement were both possible forms of work. Leisure could be considered as the antithesis of work, as it involved the individual's autonomy in choosing how to allocate their time (Swarnalatha & Rajalakshmi, 2016).

Research conducted in Malaysia on work-life balance among medical professionals indicated that work overload had a detrimental effect on work involvement with family members and led to weariness and exhaustion, which in turn affected doctors' motivation (Oscar 2019). Izdebski Z, Kozakiewicz A, Białorudzki M, Dec-Pietrowska J and Mazur J (2023) investigated how the shift in the healthcare system from a clinician-centered to a patient-centered approach increased work pressure for physicians and contributed to their burnout and work-related stress. This problem was getting worse in Malaysia because there were not enough medical professionals to handle the growing number of patients, which forced clinicians to do high-intensity daily routines such long hours and under pressure to finish tasks on time (Roslan NS, Yusoff MSB, Razak AA and Morgan K. (2021). Razak et al. (2011) looked more closely at the problems of work-family conflict among doctors in Peninsular Malaysia, specifically with regard to work overload, spousal support, and job involvement.

In Africa, leadership and dispositional variables were considered important due to the ever-changing nature of the workplace (Kangure, 2014). Employees played a crucial role in the success of an organization and were highly valued for their contributions. Employees had various roles, which could be divided into work-related roles and leisure or social activity-related roles. These roles created conflicting needs because each job title came with certain obligations or responsibilities (Odengo & Kiiru, 2019). These obligations required a certain degree of equilibrium among different aspects of life in a flawless manner. Mulinge (2017) found that staff production at Kenyatta National Hospital depended on workload and working hours. Furthermore, Ibrahim (2019) argued that in a study of public hospitals in Mandera County, flexible work arrangements were essential for healthcare staff to perform well. According to Karimi (2019), in order to attain the best possible work performance, work-life balance techniques, including leave and flexible work schedules for employees, were used.

In Kenya, employee performance has been recognized by institutions as a key factor of achieving set goals and objectives (Auka & Nyangau, 2020). Their success is therefore dependent on employee performance and as such poor performance is unfavourable to organizational goals and objectives achievement. Therefore, employees' attitudes regarding their personal lives are attributes of balance in work-life (Wainaina, 2015). Macharia (2022) evaluated work life balance

effect on medical personnel employee performance at Kenyatta National Hospital, Kenya. The study depicted that flexible work conditions, leave management and career development had positive and significant effect on employee performance of medical personnel at Kenyatta National Hospital, Kenya. In another study by Saipi, Kirima & Kibati (2024) to determine the effect of work-life balance practices on employee performance with a focus on employees working at the National Hospital Insurance Fund headquarters in Kenya, it was established significant positive relationships between leave policies, flexible work arrangements, and welfare policies and employee performance.

### **Problem Statement**

The modern healthcare sector faces significant challenges in balancing professional expectations with personal commitments, particularly in public hospitals where service demands are constant. The recognition of flexible work arrangements has emerged as a strategic concern for healthcare organizations and their employees. According to Breitenecker and Shah (2018), achieving work-life balance through flexible arrangements is crucial for maintaining quality of life, while Thevanes and Harikaran (2020) emphasize that such balance significantly impacts employees' attitudes, wellbeing, behaviors, and organizational effectiveness. The direct correlation between employee satisfaction and organizational performance in healthcare settings has become increasingly apparent (Odengo & Kiiru, 2019).

The devolution of healthcare services in Kenya has created unprecedented demands for efficient and quality service delivery, placing enormous pressure on the public hospital workforce (Ngure 2016). Despite various performance improvement initiatives in public hospitals, the sector continues to experience low productivity and missed targets. Healthcare professionals face mounting challenges that diminish their motivation to remain in the Kenyan health system, as evidenced by recurring strikes (Kenya Healthcare Federation, 2024). The insufficient service delivery in Kenya's public health sector (Auka & Nyangau, 2020) suggests a critical need to examine and address workforce management issues, particularly regarding flexible work arrangements.

Existing research presents conflicting findings and significant gaps in understanding flexible work programs in healthcare settings. Mulanya and Kagiri (2018) suggest that increased autonomy over work schedules might negatively affect total output, contradicting other studies' findings. Current research has largely focused on isolated aspects of work flexibility, with studies like Chungo and Anyieni (2019) examining specific leave types, and Musyoka et al. (2020) focusing solely on career development opportunities, without considering the comprehensive impact of flexible work arrangements on healthcare worker performance.

The fragmented nature of existing research creates a significant knowledge gap regarding the holistic impact of flexible work programs on employee performance in Kenya's public hospitals. Previous studies have failed to comprehensively investigate the influence of integrated flexible work conditions on healthcare worker performance, particularly in the context of public hospitals. This research aimed to address this gap by examining how flexible work programs impact employee performance in Kenya's public health sector, considering the complex interplay of various flexibility factors within the healthcare environment.

### **Research Objective**

To determine the influence of flexible working options and employee performance in public hospitals in Kenya.

### **Research Question**

What is the relationship between flexible working options and employee performance in public hospitals in Kenya?

## **2. Literature Review**

### **Theoretical review**

#### **Role stress theory**

Based on the historical role theory proposed by Kahn et al. in 1964, this theory. Kahn et al. (1964) proposed that when individuals experience uncertainty regarding their roles, it could lead to negative outcomes. This hypothesis posits that elevated levels of demand are responsible for the occurrence of anxiety and tension. The presence of numerous responsibilities leads to an elevation in stress levels among individuals. There is a correlation between the roles that individuals occupy and their aspirations for those roles, whether in their professional or personal domains.

According to Khateeb, (2021), Jacob L. Morno, Tacott Parsons, George Herbert Med, and Ralph Linon are proponents of the concept of role ideas. The role hypothesis suggests that every employee has distinct responsibilities and functions both in their professional and personal lives, which are relied upon by their colleagues. According to Kotera et al. (2020), individuals who meet these expectations can achieve success in their roles. The behavioral approach, as described by Khateeb (2021), connects the balance between personal and professional life with the various responsibility's individuals, regardless of gender, have in their daily lives. According to Uddin et al. (2023), who built on Khateeb (2021)'s findings, family and work are intertwined and can influence one another either positively or negatively.

Workers are believed to have limited psychological and physiological resources, which means they are expected to meet their obligations within these limitations. Individuals may experience resource depletion or exhaustion due to higher work demands, which can vary depending on their individual capacities (Tamunomiebi & Oyibo, 2020). The obligations individuals have in their professional and personal lives are interrelated. Role theory is a suitable framework for examining how work-life balance policies affect an organization's ability to retain its employees. In order to achieve success in their respective roles, these individuals must adhere to the standards they have established for themselves. This will result in a higher degree of happiness and contentment, both in professional and personal contexts (Obiageli et al., 2015).

Employees with flexible work schedules are less stressed and more engaged because they can successfully balance their job and family obligations. It has been demonstrated that role theory is helpful in helping decision-makers deal with the problem of work-life conflict. This theory suggests a relationship between workers' performance in the healthcare sector and their ability to balance work and family obligations. The association between flexible work schedules and paid time off and employee performance for healthcare workers was explained by this idea.

## **Empirical review**

A study by Mwebi and Kadaga (2015) examined how worker performance in Nairobi Commercial Banks was impacted by flexible work schedules. The research employed a descriptive survey methodology. The sample comprised 1074 individuals who were employed in the central business district of Nairobi. A proportional, stratified sampling technique was employed to select 291 participants from this group. Participants were selected from various categories including support staff, secretarial and administrative staff, as well as supervisory and managerial staff. The findings demonstrated that employee performance is impacted by flexible working arrangements in Nairobi's commercial banks' central business area. This paper suggested that banks and other businesses in the Nairobi CBD should incorporate flexible working hours into their work-life balance (WLB) policies. The study however focused on the bank sector while the current study focused on the health sector.

Kamau, Muleke, Mukaya and Wagoki (2013) to examine the impact of work-life balance practices on the performance of Eco Bank Kenya employees conducted a study. The survey included the involvement of 55 employees from Eco Bank who were chosen using the quota sampling technique. The survey included questionnaires that were completed by the employees. The research discovered that the introduction of flexible work arrangements (FWAs) has a positive impact on employees' job performance. The research suggested amending current labor legislation to incorporate compulsory employee welfare initiatives overseen by employers. The focus of the study was however banks while current study focuses on hospitals

Yadav (2014) in Mumbai examined the work-life balance of female employees in education colleges and the IT industry conducted a study. The study utilized a sample of 100 participants from both sectors. The study found that the work schedules of female employees in the IT sector in Mumbai are variable and depend on the particular project they are assigned to, rather than being consistently fixed. Research has indicated that young women who enter into marriage and parenthood during their late twenties or early thirties experience heightened levels of stress as they endeavor to effectively balance the responsibilities of their careers and personal lives. Families describe two primary needs: taking care of the infant and organizing household tasks. Additionally, they employ their partners to work regular hours, which results in them relying heavily on domestic help and enrolling their children in daycare. The context of the study was however colleges and the IT industry while the context of the present study was hospitals.

In a study conducted by Kipkoech (2018), the objective was to examine the impact of flexible working arrangements on the performance of employees at Kericho County Referral Hospital. The study's results indicated that implementing flexible work schedules had a notable effect on employee productivity within the workplace. The study found that the capacity to adjust work methods had a significant impact on performance, accounting for 22.9% of the total outcome. However, the study did not assess the remaining 77.1% of performance, which may have been influenced by undisclosed factors. Working shifts, temporary contracts, and part-time employment were discovered to be significant determinants linked to successful outcomes. On the other hand, flexible time showed some benefits but did not show a strong relationship with performance. The research suggested the adoption of brief contractual agreements, the rotation of work schedules, and the utilization of part-time employment options. Although the study was conducted in a hospital setting, flexible working conditions were conceptualized as shift working conditions, part



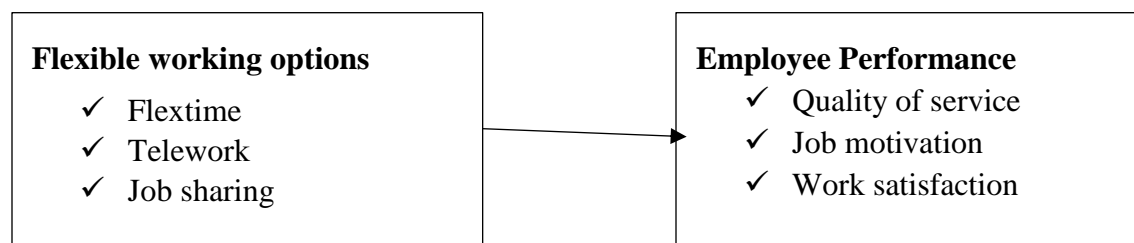
time working, temporary contracts and flexi time contrary to telework and Job sharing as used in the current study.

Manne (2015) investigated the relationship between working fathers' job satisfaction and their use of flexible work arrangements. Based on the findings of the survey, it is evident that employees would experience greater satisfaction if flexible approaches were employed to manage various tasks and responsibilities. The study however focused on just fathers as employees. A study was conducted by Sakwa (2018) to determine the factors that impact the implementation of flexible work practices in manufacturing firms located in Nairobi. The research demonstrated that these practices offer substantial advantages, such as enhanced productivity, decreased costs, and efficient risk management. Consequently, the company experiences negative consequences in relation to its performance, absenteeism, and turnover. This study proposed that the presence of a family has a positive impact on an individual's performance in their occupation. The context of the study was however manufacturing industry.

Muchiti and Gachunga's (2015) study at Milimani Court in Nairobi, Kenya, looked at the connection between worker productivity and work-life balance. The implementation of flexible work schedules improved the productivity of judiciary staff, according to the study. The research discovered that it had a significant impact on the efficiency of employees working in the judicial system. The study also found that participants agreed on the impact of technological resources on employee productivity in the judiciary. These resources encompass the capacity to maintain flexible working hours, engage in part-time schedules, and engage in time-based work. The variable demonstrated statistical significance at a significance level of 0.05, indicating a noteworthy influence on employee productivity within the judiciary. The study was conducted in the context of a court.

Okemwa (2016) investigated the relationship between nurses' levels of commitment in public hospitals and flexible work schedules. The present study's outcomes are consistent with the research conducted by Muchiti and Gachunga (2015), which suggested that workers who have more autonomy over their work schedules are likely to have higher levels of engagement, commitment, retention, and job satisfaction. According to Hill, Hawkins, Ferris, and Weitzman (2010), the adoption of flexible work arrangements facilitates employees' ability to efficiently handle their work-related commitments and their family obligations. A study conducted by Setiyani et al. (2019) found that flexible work arrangements, such as flextime, give employees the ability to control when, where, and for how long they work. Consequently, these arrangements facilitate enhanced engagement. The dependent variable in these studies were commitment, retention, job satisfaction and engagements as opposed to employee performance looked at in the present study.

### **Conceptual framework**



**Figure 1: Conceptual Framework**

### 3. Research Methodology

This study employed a descriptive research design to examine the relationship between flexible work programs and employee performance in public hospitals in Kenya. The research focused on a population of 928 employees at two Level 5 hospitals - Mbagathi Hospital (460 employees) and Mama Lucy Kibaki Hospital (468 employees) - which were strategically selected as they serve the majority of the indigent population in Nairobi County (Nairobi County Service Board 2023). Using Stattek's (2015) algorithm, a sample size of 280 employees was determined, including ward managers, pharmacists, procurement officers, financial officers, ICT support staff, nurses, and doctors. Data collection was conducted through questionnaires containing both closed-ended and open-ended questions, administered through a drop-off and pick-up method over a two-week period. The collected data underwent cleaning and analysis using SPSS version 22, employing both descriptive statistics (means, frequencies, percentages, and standard deviation) and inferential statistics (correlation and regression analysis). The study conducted diagnostic tests including multicollinearity (using Variance Inflation Factor), normality (using histogram analysis), linearity, and homoscedasticity (using Breusch-Pagan test) to ensure the validity of the regression analysis. To ensure reliability, Cronbach's alpha coefficient was used with values above 0.7 considered acceptable, while ethical considerations including informed consent, confidentiality, and anonymity were strictly observed throughout the research process.

### 4. Results and Findings

The number of questionnaires that were completely filled up and returned were 170, which represented 61% response rate. The remaining 39% of questionnaires were either not completed or not returned. This response rate was adequate for the study, as a response rate above 60% is considered adequate according to Fincham (2008)

#### Descriptive statistics for Flexible Working Options

Table 1 shows the descriptive results for the variable flexible working options.

**Table 1: Descriptive Statistics for Flexible Working Hours**

	Strongly Disagree	Disagree	Not at all	Agree	Strongly Agree	Mean	Std. Dev.
I can work lengthy hours each week in order to get a day off	14.70%	12.90%	18.20%	20.60%	33.50%	3.45	1.44
The hospital employs part-time staff to assists us with the backlog	11.20%	13.50%	18.20%	28.20%	28.80%	3.5	1.33
I believe the hospital offers flexible working arrangements	8.80%	11.20%	13.50%	36.50%	30.00%	3.68	1.26
I can combine my leave days to provide me enough time to attend to personal and family affairs.	7.60%	10.60%	17.10%	35.30%	29.40%	3.68	1.22
There is delegation of responsibilities, which covers for missing personnel.	8.80%	10.60%	6.50%	33.50%	40.60%	3.86	1.30

**Source: Research Data (2023)**

The results of the descriptive statistics in Table 1 revealed that regarding flexible working options, 54.1% of the respondents can work lengthy hours each week in order to get a day off. The mean of this statement was 3.45 and had a low standard deviation of 1.44 which means that most of the management staff at the hospitals need extra day off to attend to life matters hence go to an extent of working long hours to secure a day off. This implies that the employees of public hospitals in Kenya do not get enough time for life matters. The results also revealed that 57% of the respondents agreed that the hospital employs part-time staff to assist them with the backlog and the statement had a mean of 3.5 and a low standard deviation of 1.33. This suggested that the administration of the hospital has made an effort to guarantee that the employees have a healthy work-life balance. Furthermore, the majority of respondents, or 66.5%, to the survey said they thought the hospital provided flexible work schedules. The statement's low standard deviation of 1.26 and mean of 3.68 indicate that most management employees are content with the flexible work arrangements offered by the hospitals where they are employed.

The majority of respondents (64.7%) also agreed, on average, that they can combine their leave days to provide them ample time to take care of personal and family matters. The mean of the results was 3.68, with a standard deviation of 1.22. This meant that the administration of public hospitals have provided the employees with freedom to choose what works for themselves to allow them have a work life balance. The statement had a mean of 3.86 and a standard deviation of 1.30. Ultimately, it was found that the majority of respondents, or 74.1%, agreed that there is delegation of tasks, which provides for missing persons. This meant that the employees of public hospitals in Kenya do not have to stretch so much as they can find assistance when not available to work. The results of the descriptive statistics of flexible working options implied that public hospitals in Kenya have put in place policies and strategies to ensure that the employees have a work life balance by allowing them have a flexible working plan. These findings were in line with the observation by Yadav (2014) who found that the work schedules of female employees in the IT sector in Mumbai are variable and depend on the particular project they are assigned to, rather than being consistently fixed. This was also consistent with the finding made by Setiyani et al. (2019) that flexible work schedules, like flex time, allow workers to choose when, where, and how long they work.



**Descriptive Statistics for Employee Performance**

Table 2 shows the descriptive results for the variable Employee Performance.

**Table 2: Descriptive Statistics for Employee Performance**

	Strongly Disagree	Disagree	Not at all	Agree	Strongly Agree	Mean	Std. Dev.
The hospital consistently meets the quality standards set for the health sector.	3.50%	2.40%	1.20%	42.40%	50.60%	4.34	0.90
Employees pay close attention to detail to ensure high-quality service	4.70%	3.50%	4.70%	40.60%	46.50%	4.21	1.02
I meet set deadlines	3.50%	3.50%	3.50%	45.30%	44.10%	4.23	0.94
The hospital receives positive feedback regarding the quality of their work from patients	0.60%	0.60%	0.60%	47.10%	51.20%	4.48	0.61
Employees are always energized and enthusiastic about their work	0.60%	0.60%	1.20%	47.60%	50.00%	4.46	0.62
The work environment supports my motivation to perform well	4.10%	2.90%	3.50%	43.50%	45.90%	4.24	0.96
Employees are content with the opportunities for professional growth and development in their job	1.80%	1.80%	1.20%	44.70%	50.60%	4.41	0.77

**Source: Research Data (2023)**

The majority of respondents (93%) agreed that the hospital consistently satisfies the quality criteria set for the health sector, according to the results shown in Table 4.6. This agreement had a mean of 4.34 and a standard deviation of 0.9. The results also showed that, with a mean of 4.21 and a low standard deviation of 1.02, the majority of respondents, or 87.1%, agreed that staff members pay close attention to detail to ensure high-quality service. The majority of respondents (89.4%) to the results agreed that they meet deadlines, and the mean (4.23) with a standard deviation of 0.94 indicated this. It was also observed that majority of the respondents who represented 98.3% agreed that the hospital receives positive feedback regarding the quality of their work from patients and the statement had a mean of 4.48 and a standard deviation of 0.61. Similarly, majority of the respondents (97.6%) agreed with the statement that employees are always energized and enthusiastic about their work. The mean for the statement was 4.46 and the standard deviation was 0.62.

Furthermore, the majority of respondents (89.4%) stated that their employer typically extends their yearly leave by providing them with extra time off. The mean and standard deviation of the data were 4.24 and 0.96, respectively. With a mean of 4.24 and a standard deviation of 0.96, it was further disclosed that the majority of respondents, or 90%, felt that their work environment

promotes their motivation to perform well. The majority of respondents, or 95.3%, to the final results agreed that workers are satisfied with the chances for professional growth and development at work. The mean was 4.41, and the standard deviation was 0.77. These findings implied that the employees of public hospitals were performing well. This could be explained using the above findings on the work life balance as most of the respondents were agreeing to the statements portraying work life balance among the employees. This may have resulted to the employees being able to attend to their duties when they are supposed to without necessarily having to be pushed as they have enough leave days and the hospital management has provided wellness programs to ensure proper mental health and also flexible working plan that gives them freedom.

### Correlation Analysis

Table 3 shows the correlation matrix showing the association between the study variables in terms of the direction and the strength.

**Table 3: Correlation Matrix**

		Flexible working options	Employee performance
Flexible working options	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	170	
Employee performance	Pearson Correlation	.557**	1
	Sig. (2-tailed)	0.000	
	N	170	170

**Source: Research Data (2023)**

From the correlation analysis results, the association between flexible working options and employee performance was positive and statistically significant ( $r=0.557$ ,  $p=0.000$ ). Therefore, with an increment in flexible working options for employees in public hospitals in Kenya, employee performance also increases. This matched with what Manne (2015) found that employees would experience greater satisfaction if flexible approaches were employed to manage various tasks and responsibilities.

### Regression Analysis

Linear regression was used to assess the relationship between Flexible working options and employee performance. Table 4 shows the model of fitness results.

**Table 4: Model of Fitness**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726a	0.528	0.516	0.196505

**Source: Research Data (2023)**

The results showed that the R square was 0.528. This means that flexible working options explain 52.8% of variation in employee performance. Therefore, there could be other variables that were

not studies in this study that could explain the remaining 47.2% variation in employee performance.

Table 5 shows the Analysis of Variance Results.

**Table 5: Anova**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.116	4	1.779	46.07	0.000
	Residual	6.371	165	0.039		
	Total	13.487	169			

a Dependent Variable: Employee performance

**Source: Research Data (2023)**

These results showed that the P value was 0.000, which was less than 0.05 hence the whole model can be considered significant in explaining the relationship between flexible working options and employee performance. The regression coefficients were as in Table 6.

**Table 6: Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.182	0.242		9.005	0.000
	Flexible working options	0.203	0.048	0.271	4.226	0.000

a Dependent Variable: Employee performance

**Source: Research Data (2023)**

From the results tabulated in Table 6, the coefficient for the variable flexible working options was positive and significant ( $\beta=0.203$ ,  $p=0.000$ ). This indicates that there is a statistically significant and favorable correlation between employee performance and flexible work arrangements. Employee performance would therefore rise by 0.203 units in response to a one unit increase in flexible working alternatives. This was in line with the findings of Mwebi and Kadaga (2015), who found that employee performance is impacted by flexible working arrangements in Nairobi's commercial banks' central business area. The results also supported those of Kamau, Muleke, Mukaya, and Wagoki (2013), who discovered that the introduction of flexible work arrangements (FWAs) improves workers' job performance, and of Kipkoech (2018), who discovered that putting in place flexible work schedules significantly increased worker productivity.

## **5. Conclusions**

From the study findings, it was concluded that flexible working options have a positive and statistically significant effect on employee performance. Providing employees with flexible working options such as teleworking, flextime and job sharing may provide the employees with opportunity to attend to other life issues while also continuing with their work related duties. This may lead to high levels of job satisfaction motivating them to work harder and achieve a higher performance. They are able to reduce absenteeism from work, and also lateness since they are motivated to work and are also able to plan their work well. The motivation will also lead to the employees serving more patients.

## **6. Recommendations**

This study therefore recommends that public hospitals should develop measures that will provide their employees with flexible working options such as by allowing them to perform duties that can be done remotely in locations other than the hospital, allowing their employees to choose the best time for them to work and also by ensuring that there are available assistant staff who can take over the employees' jobs when they are not available. The study also recommends that all public hospitals should come up with wellness programs that will motivate their employees to work better. All public hospitals should also follow the labour laws that have been set on the number of leave days an employee should take. The study further recommends that policy makers in the health sector should formulate proper policies that will guide the public hospitals to give their employees a work life balance.

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