

Effect of work scheduling on employee performance in private hospitals in Uasin-Gishu county, Kenya

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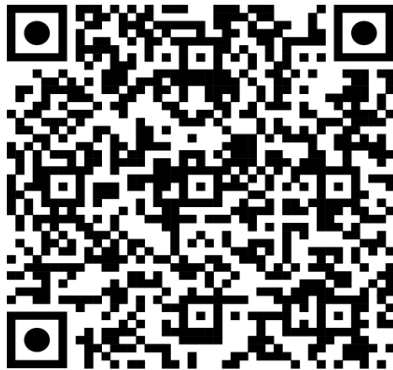
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Abstract

The paper sought to examine the effect of work scheduling on employee performance in private hospitals in Uasin-Gishu County, Kenya. A survey research design approach was adopted. The study population consisted of all the licensed private hospitals in Uasin-Gishu County, Kenya. However, Out of the total 2,298 permanent employees of 31 private hospitals, a sample of 341 was selected based on Yamane (1967) procedure. A self-administered questionnaire was adopted for data collection. Data were then analysed through descriptive and inferential statistics. The hypotheses were tested through the entry regression analysis technique. Evidence obtained from the analysis confirmed a positive effect of a strong statistically significant positive relationship between work scheduling and employee performance in selected private hospitals in Uasin-Gishu County, Kenya ($p = .001$, $b = 0.578$, $t = 22.416$, $p < .01$). This study concludes that hospitals that practice work scheduling and prioritisation as part of time management practice enhance employee performance, specifically private Hospitals in Uasin-Gishu County, Kenya. The ministry of health should develop specific policies that incorporate time management practices to enhance employees' performance in hospitals. Based on the findings, the study recommends that private hospitals consider work schedules to enhance employee and overall organisation performance. Thus, the study contributes to the inconclusive debate on time management practices as nexus as a strategic resource for employee performance.

Key terms: Work scheduling, employee performance, time management practices.

INTRODUCTION

From a global perspective, employee performance and productivity are fundamental concepts in many world economies. The determinants of labour productivity note that African and South Asian countries, except India, performance in labour productivity is not very encouraging Choundry (2009). In Africa, Sub-saharan Africa experienced the lowest labour productivity compared to other regions in Africa. Organisations today are required to achieve certain performance standards by improving their performance, short of which, a lot of problems will surface, including the risk of closing down the business. According to Kiruja and Mukuru (2013), an organisation's overall performance relies heavily on its employees' performance. Rotundo et al. (2012) notes employee performance is the ability of an employee to perform effectively, as it requires that they understand the job performance requirements and the standards they are expected to meet.

Performance is divided into organisational and employee performance (Riyanto et al., 2017). However, job performance in many organisations is subjectively measured; it is not independently measured and will depend on other factors in the work environment. Job performance is regarded as the results obtained from an employee's work (Hunter, 1986). Employee performance is the measure of whether a person executes their job duties and responsibilities satisfactorily. Employee performance can also be defined as how well employees carry out job-related activities assigned to them in regard to facilities provided and their efficiency in utilising such (Bruning & Campion, 2019). According to Pradhan and Jena (2017), employee performance is a measure of how well an individual carries out tasks assigned to them, all dependent on a single person. However, performance is under an individual's control, whether it is mental or behavioural. According to Cherian and Jacob (2013), employees who record high performance show high levels of employee performance, mastery of the job and high self-efficacy.

According to Harley et al. (2019), the performance of an individual's task implies the accomplishment of given activities within the available time; the set goals of the job within the available time. Rahman and

Mansor (2018) propose that organisations can improve employees' performance by effectively utilising time management tools such as checklists or work plans. Organisations that are more concerned about the job performance of each employee in their units increase the productivity of the organisation in the long run. A study by Kuzey (2021) implies that job performance is the most significant element in the psychology research of industrial organisations and practices and a reliable variable. Ahmad et al. (2012) found that individuals could not control the results of their actions due to factors beyond their reach. A number of scholars have linked employee performance to time management practices, including work schedules employed by organisations. A work schedule is generally termed as the hours per day and days per week the employee is required to be at their job (Doyle, 2020). As Hurley (2003) observed, performance may be referred to as the persistent capacity to produce outcomes within a time frame and through the accomplishment of each activity. An organisation is said to achieve high performance when it excels in many areas and constantly outweighs its competitors on a productivity basis for a long time frame. In addition, performance is the accomplishment of work over the available work schedule to produce results. Hence, organisations can improve their performance only through effective work schedule techniques, practices, skills and strategies.

There is hardly any doubt that organisations worldwide are striving for success and out-competing those in the same industry. Firms can attain and sustain competitive advantage through the performance of their employees, which culminates in organisations success. Hence, it is important that business organisations strategise on ways of improving the contribution of their employees to enhance and sustain effective performance, short of which a lot of problems will surface, including the risk of closing down the business. Organisations engaged in providing services, especially hospitals, experience increased competition in providing services to their customers. Consequently, private hospitals have been accused of charging exorbitant fees, turning away people injured in accidents for not being able to pay

fees besides not telling the patients the full extent of the final bill before agreeing to treatment.

This problem can be traced to the poor performance of their employees and may result in loss of business. However, employee job satisfaction, productivity and customer satisfaction levels have been shown to be influenced by time management practices (work planning, work organisation, goal setting and work schedule) and the use of a biometric authentication system. Therefore, this research sought to establish the effect of work scheduling on employee performance.

LITERATURE REVIEW

Employee performance refers to the distinctiveness of a person's achievement in his task (Eliyana & Ma'arif, 2019). Employee performance generally involves a certain level of an individual's output, for example, the number of customers dealt with or the number of units sold and the comparison of the performance with the set benchmarks of the organisation (Al-dalameh et al., 2018). Rashed and Ahmad (2016) define performance as "something that is done or the products or services produced or provided by a person or group of people". However, performance does not include the results of an employee's behaviour but only the behaviours themselves. Performance is about behaviour or what employees do, not about what they produce or their work's outcome (Karatepe & Olugbade, 2017). The performance of the employee represents the general belief of the employee about his behaviour and contributions to the success of an organisation (Inuwa, 2016).

Employee performance may be taken from the perspective of three factors, which make it possible to perform better than others; determinants of performance may be such as "declarative knowledge", "procedural knowledge", and "motivation". Managerial practices have a positive impact on the performance of individuals. According to Jamshidi (2016), performance refers to the distinctiveness of a person's achievement in his task. Then, the performance generally involves a certain level of an individual's output, for example, the number of customers dealt with or a number of units sold and the comparison of the performance with the set benchmarks of the organisation (Al Kazemi & Ali,

2002). Winarno (2008) defines performance as "something that is done or the products or services produced or provided by a person or group of people". Performance does not include the results of an employee's behaviour but only the behaviours themselves. Performance is about behaviour or what employees do, not about what they produce or their work's outcome (Karatepe & Olugbade, 2016).

Employee performance represents the employee's general belief about his behaviour and contributions to an organisation's success (Inuwa, 2016). The performance of an employee may be taken from the perspective of three factors, which make it possible to perform better than others do; determinants of performance may be such as "declarative knowledge", "procedural knowledge", and "motivation". In addition, managerial practices have a positive impact on the performance of individuals. Therefore, supervisors must manage employee performance well for organisations to accomplish their missions and goals. Consequently, performance management is a wise investment for organisations, an investment that will help them achieve their strategic goals. Aguinis (2019) explains that managing employee performance includes planning work and setting expectations, periodically rating performance in a summary fashion, monitoring and measuring performance, developing the capacity to perform and recognising and rewarding good performance. However, self-evaluations often suffer from over-inflated results and self-serving bias and see as a tool better suited to developmental uses than for evaluative purposes (Kamaluddeen, 2020).

According to Arlinghaus et al. (2019), employees spend most of their working hours at work, and the quality of work experience largely influences the quality of their lives in general; they acknowledge the fact that every working person would prefer to work in a good working environment. They continue to define a great working environment to be a place where employees trust the people they are working for, are proud of what they do and enjoy the people they work with. They go on to include specific actions and behaviours that are relevant and applicable to an organisation's goals into the concept of performance and conclude that this is the performance that an organisation will hire an employee to do and to do well. Throughout the

literature under review, it was made clear that even though the definition of performance supports the notion of exceptional, better than normal, and the like, it has become acceptable to also use performance in the context of execution, merely getting something done, or just achieving a certain goal.

A Work schedule has been defined by Doyle (2020) as the time an employee is supposed to be on the job and working. In many cases, the employer will determine this and will be a set number of days and hours per work. An employee's work schedule includes the times and days that an employee is scheduled to be on the job. Depending on the organisation and the position, an employee's work schedule may be a traditional, 40-hour- per week, Monday – through-Friday schedule or could vary daily, weekly or seasonal. According to Doyle 2020, when an employer is hiring to fill a vacant position, the organisation will determine the job work schedule. Many employers assign a schedule to their employees. The schedule may be set with predetermined hours, in which case the employee knows exactly when they will be working each week. However, other organisations may have a flexible scheduling policy. With this, employers allow employees to vary their arrival and departure times and sometimes even choose their work days. The scheduling process can be done the old-fashioned way, where a company manually determines the work schedule for its employees either on paper or using a computer spreadsheet or calendar. Larger employees use software and apps to set staff schedules.

Therefore, a work schedule generally refers to the hours per day and days per week an employee is required to be at their job (Doyle, 2020). There are several types of work schedules, which vary based on the organisation and the position.

The schedule can also vary based on the time of the year. For instance, some jobs have work schedules that change depending on the season. Therefore, it is important for a prospective employee to know the work schedule for the job before accepting it. This will help the employee avoid any surprises when they start work. Doyle (2020) describes some of the different work schedules available to employees as follows: Full-time work schedule: A full-time work schedule usually requires a commitment of 37-40 hours per week. Due to the long hours, most jobs with full-time schedules are eligible for employees' benefits. These benefits can include health insurance and sick days, vacation, and different retirement plan options. Full-time work schedules are commonly the same shift each day, in some cases (like retail), shifts can vary, but the number of hours will still add up to 35-40 per week. Full-time non-exempt workers generally receive overtime pay.

RESULTS AND FINDINGS

Response Rate of the Study

The use of a survey questionnaire to collect first-hand information is common in social sciences studies (Edwards et al., 2009) because of its financial viability option if the researcher is to collect data from large and geographically isolated populations. Therefore, in this regard, the response rate is an imperative yardstick of survey quality as it ensures accurate and valid survey results (Bobbie, 2013; Hair et al., 2010). Hence, the response rate refers to the proportion of individuals in a sample population that participates in a survey and is perceived as a significant component of the quality of survey-based research. The study distributed three hundred and forty-one (341) questionnaires in private hospitals in Uasin-Gishu County, Kenya.

Table 1: Response Rate of Questionnaire

	Number of questioners	Percentages
Administered Questionnaires	341	100.00
Returned Questionnaires	317	092.96
Usable Questionnaires	317	100.00

Source: Research Data (2020)

Three hundred and seventeen (317) questionnaires out of the 341 distributed were filled and returned, giving a response rate of 92.96 per cent. This response

rate is an excellent representative and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50 per cent and above is adequate for analysis and reporting; a rate of 60 per cent is

reasonable, while a response rate of 70 per cent and over is excellent. Therefore, based on this assertion, the response rate of 92.96 per cent was ideal.

Relationship between Work Scheduling and Employee Performance

Multiple linear regression analysis was conducted to regress work schedule, the independent variable, with employee performance. The independent Variable accounted for approximately 61.5 per cent of the overall variance in employee performance ($R^2 = .615$, Adjusted $R^2 = .613$). The ANOVA method showed that the combined estimation of the independent variable (work scheduling), as shown in Table 2 below, was statistically significant ($F = 502.457$, $p < 0.05$). The model was thus fit to predict employee performance through work schedules. In order to test the research model's suitability, the distribution F-statistic test was used, using the following two testable hypotheses:
H₀: The model is inappropriate when the independent variables do not affect the dependent variables.
H₁: The model is appropriate; when the independent variables do affect the dependent variables.

Study findings in ANOVA table 1 indicated that the above-discussed coefficient of determination was significant, as evidence of (Sig. F) ratio of 502.457 with

p value $0.000 < 0.05$ (level of significance), and the study accepted the alternative one. Therefore, the models used is appropriate. The following is the hypothesis for the direct relationship;

H₀, predicted that there is no significant effect of work scheduling on employee performance. However, the results presented in Table 2 below showed a positive and significant association between work scheduling and employee performance ($\beta = .578$, $\rho = .000$). Therefore, the null hypothesis was rejected. Thus, it implies that the more a hospital adopts or engages in a work schedule as a time management aspect, the more they contribute to the influence of the employee performance.

This implies that employee performance in private Hospitals in Uasin-Gishu County is positively associated with work scheduling. The results of the study in Table 2 are consistent with the findings of the study done by Siengthai and Pila-Ngarm (2016) on the interaction effect of job redesign and job satisfaction on employee performance, where the results of their study revealed a significant effect of job redesign or work schedule on employee performance.

Table 2: Regression Results for Work Scheduling On Employee Performance

	Unstandardised coefficients	standardised coefficients		
		Beta	t	Sig.
(Constant)	1.629(.106)		15.396	.000
Predictor Variables				
Work Scheduling	.578(.026)	.784	22.416	.000
Model Summary				
R	.784			
R Square	.615			
Adjusted R Square	.613			
F Change	502.457**			
Durbin-Watson	1.768			
^a Dependent Variable: Employee performance				
Note: N= 317, Level of significance, * $\rho < .05$, ** $\rho < .01$. Standard errors are given in parentheses. All numbers are rounded off to three decimal places				

Source: Survey Data, 2020

The study results reported a positive and significant effect between Work scheduling and Employee Performance ($\beta = .578, \rho < .05$). The study's findings show that work scheduling and prioritisation significantly influence employees' performance in private Hospitals in Uasin-Gishu County. Therefore, various work schedules vary based on the organisation and the position. In addition, some jobs have work schedules that change depending on the season. Therefore, it is important for a prospective employee to know the work schedule for the job before accepting it. This will help the employee avoid any surprises when they start work. However, Doyle (2020) describes some of the different work schedules available to employees that enhance employee performance such as a full-time work schedule: A full-time work schedule often requires a commitment of 37-40 hours per week.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions: Hospitals that practice work scheduling and prioritisation as part of time management practice enhance employee performance, specifically private Hospitals in Uasin- Gishu County, Kenya. The ministry of health should develop specific policies that incorporate time management practices to enhance

employees' performance in hospitals. This will address issues relating to employee performance. It is important to note the contribution of time management practices in predicting employee performance.

Recommendations: The study findings provide specific guidance to the employees on their day-to-day work. First, employees should understand that time management practices are independent but distinctly useful strategies to increase their work performance. The research study was not without limitations, some of which provide an avenue for future research. First, the study focused only on one aspect of time management, linking it to employee performance. Other factors that influence time management should be looked at in the future. Second, future studies may examine various methods of measuring time management dimensions. Lastly, even though not included in our study, environmental variables and firm characteristics could affect employee performance. Finally, the study collected data on time management and employee performance from the private hospital staff as single respondents. Future studies could focus on The Top management and CEOs of private hospitals to gather more insight.

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