

Flexible scheduling, retirement plans and service delivery among civil servants in Kenya: a case of Nandi south

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ABSTRACT

The density of the Citizen's complaints of poor service in government ministries has been underscored and highlighted in the media such complaints was reflected during the year 2002 Constitutional Referendum in Kenya which in part called for an overhaul of the civil service structure through various Civil Service Reform Programmes and major reshuffle (inter-ministerial transfers). This paper highlighted effects of Staff welfare in service delivery within Civil Service offices in Kenya: A case of Nandi south. Stratified random sampling techniques were used to select 350 employees of Nandi south. Data collected through the use of questionnaires was analyzed using both descriptive and regression statistics. Descriptive findings revealed that there was low level of retirement plan services to the employees of Nandi south. Nevertheless, high levels of Flexible Scheduling services among employees were observed an indicator that retirement plans in the Workplace had significant effect on Service Delivery.

Keywords: Services Delivery, Workplace, Retirement Plans and Flexible Scheduling

Introduction

Staff welfare among civil servants is very critical and important for quality service delivery to the public. These services if inadequate, will negatively impact on the performance of service delivery in the public sector. Hence proper mechanisms should be put in place to ensure that welfare services are adequately provided for to the civil servants. Finger (2005) asserted that improvement of employee morale and spirit can be done by addressing the issues of morale. Attitude survey, welfare measures, salary addition from time to time can be some other ways of improving financial performance and thus reducing employee turnover. Employee welfare measures relates to certain additional activities which are provided by an organization like housing facilities, transformation facilities, medical facilities, recreational facilities, cultural facilities libraries, gyms and health clubs etc. This is offered by the employer in the hope of winning the satisfaction index of an employee.

McGuire and McDonnell (2008) suggested that the employee welfare facilities help significantly in enhancing the self-confidence and intellectual level of an employee. This will eventually increase employee productivity in the workplace leading to improved motivation making the employee to be challenged to take more challenging tasks and responsibilities. This is a good indication of financial performance in the organization created through adding greater value to the employee's welfare. Torjman (2004) argued that welfare facilities and especially recreation services, account for healthy individuals besides encasing among their happiness and emotional quotient. Once employees are happy they will have a positive attitude towards work leading to higher service delivery within the organization. Kirsch (2009) was of the opinion that employee welfare facilities should be flexible and continuous innovation needs to be done to improve on these facilities hence create a more satisfying environment for the employee and the organization as a whole.

(Mathew 2011) advocated that employee welfare measures serve as an oxygen for motivation of the workers and increase not only the effectiveness of the workforce but also creativity in solving unique organizational

challenges, this will eventually lead to attainment of higher level of financial performance and high service delivery in an organization. Staff welfare is one of the corporate commitments to demonstrate care for employees at all levels, underpinning their work and the environment in which it is performed (Cowling and Mailer, 1992).

Problem statement

Nevertheless, studies on staff welfare and productivity mostly dwelt on industrial settings to the neglect of service organizations typified in government ministries and parastatals. The study enquired into: (a) awareness of employee welfare and components of employee welfare in the study area; (b) the existence of employee welfare in the study area and (c) the perceived effect of employee welfare on financial performance (productivity). In the study area, there is therefore the need to extend frontiers in knowledge on the aforementioned theme that this study sought to answer on employee welfare and service delivery, and how this will in the long run influence organization productivity. Therefore this study prioritized in investigating on how flexible Scheduling and retirement plans contribute to service delivery among civil servants in Nandi South Kenya.

Literature Review

Retirement plans in the workplace and service delivery

For the establishment of a non-wage reward system, the pension provision scheme is referred to as an instrument of management to offer the incentives in valuing the human capital of organizations (Walker & Foster, 2006). Watson (2005) argues that retirement plans do a much better job of retaining workers than attracting workers particularly the older employees who are significantly more likely than younger employees to have been attracted to their firm by the retirement plan.

Many academic researchers have found the significant associations between membership of pension scheme and reduction of turnover among human capital (Taylor, 2000). The research of Chen et al. (2006) in their findings stated the retirement provision scheme is among the top three concerns of educators which enhance the job motivation level of educators in institutions.

According to Ramachandran et al. (2005), the study examined the determinants affecting motivation level and job satisfaction among educators and improvement required in India. The research involved interviews with administrators, teacher union leaders, educators, NGOs, researchers, focus group discussion and surveys in 10 schools of Tonk District of Rajasthan. The findings reflected almost all the educators felt satisfied to their work when government provided pension scheme.

Urwick et al. (2005) aimed to investigate the factors determining motivation level and leading to work satisfaction and means to improve them in Sub-Saharan Africa and South Asia. By using focus groups, they interviewed the head teachers, teachers, community and the Association between Employee Welfare and Job Motivation representatives. As a result, the interviewees agreed that the provision of pension scheme has boosted up their work motivation level.

Ho₂: Retirement plans in the workplace has no significant effect on service delivery

Flexible Scheduling in the Workplace and Service Delivery

Flexible scheduling is referred to as the working arrangement that allows employees to schedule their working hours respectively (Menezes & Kelliher, 2011). According to the National Study of Employers (2012) firms have raised their policies that allow employees to better manage the times and places in which they work. In agreement, SHRM Employee Benefits Research Report (2012) revealed that the most of organizations have offered some form of flextime, which allows employees to select their work hours within limits established by the employer and that workplace flexibility have an o positive effect on engagement, motivation and satisfaction.

Schedule flexibility is an employee benefit which aids in retaining skilled human capital. It meets the needs requirements of human capital which boost their efforts, reduce the job absenteeism, and ultimately enhance their job satisfaction (Golden, 2009). A study conducted by Morle (2003) mentioned that flexible working scheduling is a positive motivational factor to the educators in the forms of productivity and job satisfaction.

Bellamy and Watty (2003) on a study on emphasized that flexible scheduling is the most important factor to retain academic staff besides the factor of autonomy. With the provision of flexible scheduling benefits, the academicians are motivated to remain in the institutions. Similarly, Froeschle and Sinkford (2009) in their study categorized flexible working schedule as a positive aspect contributing to the retention of the junior faculty in academic dentistry field. It concluded that most of the dental faculty members are willing to remain in the institutions with the provision of flexible scheduling practices.

Ho₃: Flexible scheduling in the workplace has no significant effect on service delivery

METHODOLOGY

This section entailed, research design, target population, sample size, sampling procedure, and data collection instruments and data analysis techniques. The study adopted explanatory research design. Stratified random sampling techniques were used to select 350 employees of Nandi County, Kenya. Primary sources of data came from the field by using questionnaires .multiple regression and Pearson correlation was used to analyze data.

RESULTS

This section analyses and interprets the findings using factor analysis which is a general term for specific computational techniques, its main objective is to reduce to manageable number, many variables that belong together, and have overlapping measurement characteristics. The predictor-criterion relationship that was found in dependence situation is replaced by a matrix of inter correlations among several variables, none of which is viewed as being dependent on another. (Cooper and Schindler, 2008)

Validity of research instrument is assessed by factor analysis. Validity is a test of how well an instrument that is developed measures the particular concept it is intended to measure; it's concerned with whether it measures the right concept. (Uma and Roger, 2011). Table 4.8 shows the factor loading for each item, they are sorted by size. Any item that fails to meet the criteria of having a factor loading value greater than 0.5, and loads on one and only one factor is dropped from the study (Liao et al., 2007). The study ensured that all loading less than 0.4 are suppressed in the output, hence providing blank spaces for many of the loadings. Thus, from the findings all values for all the factors were more than 0.5 reflecting the accepted values of construct validity; the instrument measured the concept it was intended to measure.

Table 4.1 Factor Analysis

Retirement plans	
we have pension scheme	0.736
elderly employees by setting aside jobs or work areas for them	0.726
deserve the continuing interest their former employer	0.829
elderly employees is primarily to prepare them for retirement and dealing with any problems they have in coping with their work	0.702
provision of advisory services	0.601
Flexible scheduling in the workplace	
An employer can design and implement a policy for flexible scheduling to accommodate classes	0.739
Longer days are worked in exchange for shorter days or a day off during the workweek	0.776
Working from a remote location one or more days a week	0.815
Allowing employees to access their vacation or other paid time off to go to school.	0.722
Allowing employees to take a personal leave of absence to complete course work	0.686
The employee is paid for some portion of the time they are in class.	0.813

Correlation Results

Pearson Correlations results in table 4.2 showed that that retirement plans was highly correlated component and was positively related with service delivery ($r = 0.397, p < 0.05$) an indication that retirement plans had 39.7% significant positive relationship with service delivery. Flexible scheduling was positively associated with service delivery as shown by $r = 0.539, p < 0.05$ implying that flexible scheduling had 53.9% positive relationship with service delivery. Findings provided enough evidence to suggest that there was linear relationship between retirement plans, flexible scheduling and service delivery.

Table 4.2 Correlation Statistics

	Mean	Standard Deviation	Skewness	Service Delivery	Retirement Plans	Flexible Scheduling
Service Delivery	4.15	0.36666	-1.059	1		
Retirement Plans	3.20	0.29973	-1.453	.397**	1	
Flexible Scheduling	4.10	0.41136	0.14472	.539**	0.088	1

Multiple Regression Results

4.3 Test of Multi-Co linearity

Table 4.3 shows that the values of tolerance were greater than 0.2 rule and those of VIF were less than 4. This shows lack of multi-co linearity among independent variables. Therefore, omitting variables with insignificant regression coefficients would be in appropriate.

4.3 Hypothesis testing

The regression results in table 4.3 shows that each of the predicted parameters in relation to the independent factors were significant; $\beta_2 = 0.201$ (p-value = 0.001 which is less than $\alpha = 0.05$) which indicates that the hypothesis does not hold hence there is significant relationship between retirement plans and service delivery. This implies that for each unit increase in retirement plans, there is up to 0.201 unit increase in service delivery. Also the effect of retirement plans is shown by the t-test value of 3.554 which implies that the effect of retirement plans surpasses that of the error. Thus the findings concur with Chen et al. (2006) in their analysis of satisfaction level of educators on six quality attributes and the priority of improvements in Taiwan where it was found out that retirement provision scheme is among the top three concerns of educators which enhance the job motivation level of educators in institutions hence improved service delivery

The value of $\beta_3 = 0.421$ (p-value = 0.000 which is less than $\alpha = 0.05$) which implies that the hypothesis does not hold hence there is significant relationship between flexible scheduling and service delivery. This indicates that for each unit increase in flexible scheduling, there is up to 0.421 units increase in service delivery. The effect of flexible scheduling is stated by the t-test value = 7.206 which indicates that the effect of flexible scheduling is over 7 times that of the error associated with it. Therefore, the findings concur with(Golden, 2009) that the needs requirements of human capital boosts efforts of employees, reduces the job absenteeism and enhances job satisfaction thus enhancing service delivery. Also, (Morley 2003) in his qualitative and quantitative research found out that flexible working scheduling is a positive motivational factor to the educators in the forms of productivity and job satisfaction.

The rule of thumb was applied in the interpretation of the variance inflation factor. From table 4.3, the VIF for all the estimated parameters was found to be less than 5 which indicate the absence of multi-co linearity among the independent factors. This implies that the variation contributed by each of the independent factors was significant independently and all the factors should be included in the prediction model. Study findings also indicated that the above discussed variation was significant as evidence of F ratio of 40.452 with p value 0.000 <0.05 (level of significance). The findings indicated that the model correlation coefficient was 0.508 which indicated that the model predicted over 50.8% of the change in the independent variable. This relationship was significant considering the coefficient of determination value of 0.508. Thus, the model was fit to predict service delivery using safety and health, retirement plans and flexible scheduling.

Table 4.3 Empirical results

	Unstandardized	Standardized coefficients			Co linearity statistics		
	coefficients	Std.	Beta	T	Sig.	Tolerance	VIF
	B	Error					
(constant)	2.414	0.159		15.223	0		
Retirement plans	0.066	0.019	0.201	3.554	0.001	0.979	1.021
Flexible scheduling	0.203	0.028	0.421	7.206	0	0.921	1.086
F	40.452						
Sig.	0.000						
R square	0.508						
Adjusted R square	0.495						

Dependent variable: Service delivery

Conclusion and Recommendations

Based on the study findings we concluded that flexible scheduling enhances service delivery among employees in this organization. Flexible scheduling is important to employee advancing since it enables employees to create time for work and other activities as well. Similarly, retirement plans is a strategy if embraced by institutions and it was found to increase quality service delivery. This study therefore recommends design and implementation of policy frameworks for retirement plans to accommodate pension schemes, social clubs, sports facilities and Gymnasium in public sector to improve service delivery to the public.

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