

Effect of Work Scheduling on Employee Performance in Private Hospitals in Uasin Gishu County, Kenya

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Abstract

The objective of this paper was 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 population of the study 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. The data was collected with an aid of a self administered questionnaire. Data was analyzed 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 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 had limitations; first, the study focused only on one aspect of time management practices “work scheduling” linking it to employee performance. Time management practice dimensions such as work planning, work organization and work goal setting may be studied in the future. Second, the study concentrated on a Kenyan economy, especially the private hospitals which is a developing country, thus the result may vary in other economies. Based on the findings, the study recommends that, private hospitals should consider work scheduling so as to enhance employee performance and overall organization performance. Thus, the study contributes to the inconclusive debate on time management practices as nexus as strategic resource for employee performance.

Keywords: “Work Scheduling” “Employee Performance” “Time Management Practices”

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1.0 Introduction

From a global perspective, employee performance and productivity is a fundamental concept in many world economies. According to Choundry (2009) the determinants of labour productivity notes that Africa and South Asian countries except india performance in labour productivity is not very encouraging. In Africa, Sub-saharan Africa experienced the lowest labour productivity, compared to other regions in Africa. Organizations today are required to achieve certain performance standards by improving their performance, short of which, a lot of problems will surface, including the risk to close down business. According to Kiruja and Mukuru (2013) the overall performance of an organization relies heavily on the performance of its employees. According to Rotundo and Sackett (2012) 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 organizational and employees’ performance (Riyanto *et al.*, 2017). Job performance in many organizations is however subjectively measured, that is it is not independently measured and will be dependent on other factors in the work environment. Job performance is regarded as the results obtained from the work of an employee (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 utilizing 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 behavioral. According to Cherian and Jacob, (2013) employees who record high performance show high levels of employee performance, mastery of job and high self-efficacy.

According Harleyet al. (2019) the performance of an individual's task implies accomplishment of given activities within the available time; the set goals of the job within the available time. Rahman and Mansor, (2018) propose that, organizations can improve employees' performance through the effective utilization of time management tools such as checklists or work plans. Organizations that are more concerned about the job performance of each employee in their units, increases productivity of the organization in the long run. According to Kuzey (2021), job performance is the most significant element in psychology research of industrial-organization and practices and also a reliable variable too. 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 sought to link employee performance to time management practices which include work schedules employed by

organizations. A work schedule generally refers to the days per week and the hours per day that an employee is expected to be at their job (Doyle, 2020). As observed by Hurley (2003), performance maybe referred to as the persistent capacity of producing outcomes within a time frame and through the accomplishment of each activity. An organization is said to achieve high performance when it excels in many areas and it constantly outweighs its competitors on productivity basis for a long time frame. Also, performance is the accomplishment of work over the available work schedule to produce results. Hence, organizations can improve their performance only through effective work schedule techniques, practices, skills and strategies.

1.1 Statement of the problem

There is hardly any doubt that organizations 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 to organizations success. Hence, it is important that business organizations strategize on ways of improving the contribution of their employees as a means of enhancing and sustaining effective performance, short of which a lot of problems will surface, including risk of closing down the business. Organizations 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 has been shown to be influenced by time management practices (work planning, work organization, goal setting and work scheduling as well as the use of biometric authentication system. Hence this study sought to establish the effect of work scheduling on employee performance.

1.2 Purpose and Objective of the Study

To establish the effect of work scheduling on employee performance in private Hospitals in Uasin-Gishu County, Kenya.

1.3 Research hypotheses

H₀₁: There is no statistically significant relationship between work scheduling and employee performance in private Hospitals in Uasin-Gishu County, Kenya.

2.0 LITERATURE REVIEW

2.1 Employee Performance

Employee performance refers to the distinctiveness of a person's achievement in his task (Eliyana & Ma'arif, 2019). Employee performance generally involves the certain level of an individual's output for example number of customers dealt or a number of units sold and the comparison of the performance with the set benchmarks of the organization (Al-dalahmeh *et al.*, 2018). Rashed and Ahmad, (2016) defines 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 behavior, but only the behaviours themselves. Performance is about behavior or what employees do, not about what employees produce or the outcome of their work (Karatepe & Olugbade, 2017). Employee performance represents the general belief of the employee about his behavior and contributions in the success of an organization (Inuwa, 2016).

Employee performance may be taken in the perspective of three factors which makes it possible to perform better than others; determinants of performance may be such as "declarative knowledge", "procedural knowledge" and "motivation". Managerial practices have positive impact on 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 organization (AI 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 behavior, but only the behaviors themselves. Performance is about behavior 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 behavior and contributions to an organization'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 organizations to accomplish their missions and goals. Consequently, performance management is a wise

investment for organizations, 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 recognizing 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).

Employees spend the majority of their working hours at work and that the quality of work experience has a large influence on the quality of their lives in general, and they acknowledge the fact that every working person would prefer to work in a good working environment (Arlinghaus et al., 2019). They continue to define a great working environment to be a place where employees trust the people they work for, have pride in what they do and enjoy the people they work with. They go on to include specific actions and behaviors that are relevant and applicable to an organization's goals into the concept of performance, and conclude that it is this performance that an organization 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.

2.2 Work Scheduling and Employee Performance

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

Therefore, work schedule generally refers to the days per week and the hours per day that an employee is expected to be at their job (Doyle, 2020). There are several types of work schedules, which vary based on the organization and the position. The schedule can also vary based on the time of the year. For example, some jobs have work schedules that change, depending on the season. 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 often requires a commitment of 37-40 hours per week. Because of the long hours, most jobs with full-time schedules are eligible for employees' benefits. These benefits can include vacation and sick days, health insurance, and different retirement plan options. Full-time work schedules are normally 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.

2.3 Scheduling Theory

Scheduling theory by Conway et al. (1967) is a branch of applied mathematics (a division of operations research) concerned with mathematical formulations and solution methods of problems of optimal ordering and coordination in time of certain operations. Scheduling theory includes questions on the development of optimal schedules (Gantt charts, graphs) for performing finite (or repetitive) sets production, transportation, computer systems and construction. The problems that scheduling theory deals with are usually formulated as optimization problems for a process of processing a finite set of jobs in a system with limited resources. A finite set of jobs is what distinguishes scheduling models from similar models in queuing theory, where basically infinite flows of activities are considered. In all other respects the starting points of the two theories are close. In scheduling theory, the time of arrival for every job into the system is specified. Within the system the job has to pass several processing stages, depending on the conditions of the problem. For every stage, feasible sets of resources are given, as well as the processing time depending on the resources used.

The possibility of interruptions in the processing of certain jobs (so-called pre-emptions) can also be stipulated. Constraints on the processing sequence are usually described by a transitive anti-reflective binary relation. Algorithms for the evaluation of characteristics of large partially ordered sets of jobs constitute the essence of the part of scheduling theory called network analysis (cf. Network model: Network planning). Sometimes, in scheduling model durations of re-adjustments are specified that are necessary when one job in

process is replaced by another, as well as certain other conditions. Scheduling theory does not seek to unify its terminology; along with the term “job”, terms like “task”, “operation”; are also used. For the same reason a processing schedule is formally defined in several ways. In the general case, a schedule can be understood as single-valued mapping that to every job at every moment assigns a certain set of resources. The theory is relevant to this study in that it deals with processing of a finite set of jobs in a system or workplace. Employees who manage their work schedules effectively will be productive and vice versa.

3.0 Methodology

The study adopted an explanatory research design of cross sectional nature. According to Sekaran and Bougie (2009) a researcher should use more than one design to enhance the study; hence the mixed design was used to achieve the optimal results as recommended by Saunders, Lewis and Thornhill (2009). Explanatory research design analyses the cause- effect relationship between two or more variables (Leavy, 2017; Rahi, 2017).

3.1 Sample and Data Collection Instrument

The study target population was 2,298 employees of selected private hospitals in Uasin-Gishu County. The unit of analysis was the employee. The study sample size was computed using Yamane (1967:886) formula which was modified by Saunders *et al.* (2003) to calculate sample sizes since the target population was known.

$$n = \frac{N}{1 + Ne^2}$$

Where, n = sample size,

N = population size,

e = the error of sampling for the study was 0.05.

Out of the total 2,298 employees a sample 341 was selected based on Yamane (1967) procedure. The study sample size was computed using Yamane (1967:886) formula which was modified by Saunders *et al.* (2003) to calculate sample sizes since the target population was known.

Primary data was collected using a self-administered structured questionnaire for the respondents. Data collection instrument refers to the tools employed in collection of data for the study (Oso & Onen, 2008). The study used self-administered structured questionnaires to collect data for independent, and dependent variable. The questionnaire was close ended questions because they are easier to administer and analyze since each item is followed by an alternative answer. The closed- ended questions ensure that the respondents stay focused within the study objectives (Saunders *et al.*, 2014). The study utilized questionnaires for data collection since it considered being economical method and it provides standardized and structural questions into variables for data analysis. Three hundred and seventeen (317) questionnaires out of the 341 distributed were filled and returned giving a response rate of 92.96%.

4.0 RESULTS AND FINDINGS

4.1 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 results of the survey (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 for 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%. This response rate is an excellent representative and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% and above is adequate for analysis and reporting; a rate of 60% is reasonable while a response rate of 70% and over is excellent. Based on this assertion the response rate of 92.96 % was therefore ideal.

4.2 Relationship Between Work Scheduling and Employee Performance

Multiple linear regression analysis was carried out to regress work scheduling, the independent variable, with employee performance. The independent Variable accounted for approximately 61.5% of 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 scheduling. To test the suitability of the research model, the distribution F-statistic test was used, using the following two testable hypotheses:

H0: The model is not appropriate; 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 and therefore the models used is appropriate. The following is the hypothesis for the direct relationship;

H₀₁ predicted that there is no significant effect of work scheduling on employee performance. 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 work scheduling as a way of time management aspect the more they contribute in 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

	Unstandardized coefficients		standardized coefficients	
	B		Beta	t
(Constant)	1.629(.106)			15.396
Predictor Variables				Sig.
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, * $p < .05$, ** $p < .01$. Standard errors are given in parentheses. All numbers are rounded to three decimal places

Source: Survey Data, 2020

5.1 Summary of the Study Findings

The study results reported a positive and significant effect between Work scheduling and Employee Performance ($\beta = .578$, $\rho < .05$). The findings of the study show that, work scheduling and prioritization significantly influences the performance of employees in private Hospitals in Uasin-Gishu County. Therefore the several different types of work schedules, which vary based on the organization and the position. Some jobs have work schedules that change, depending on the season. 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 full-time work schedule: A full-time work schedule often requires a commitment of 37-40 hours per week.

5.2 Conclusion

Hospitals which practice work scheduling and prioritization 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.

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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