Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2026): 8.748 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 13 | Issue: 9 | September 2026 -Peer-Reviewed Journal

WORK FLEXIBILITY AND JOB SATISFACTION AMONG MEDICAL STAFF IN GARISSA COUNTY REFERRAL HOSPITAL, KENYA

Amran Habat Sheikh[1*], David Gichuhi[2], Bashir M. Maalim[3]

[1]School of Business and Economics, Garissa University, P. O. Box 1801 - 70100, Garissa - Kenya
[2]School of Business, Karatina University, P. O. Box 1957 - 10101, Karatina - Kenya
[3]School of Business and Economics, Garissa University, P. O. Box 1801 - 70100, Garissa - Kenya

[*]Corresponding Author

Article DOI: https://doi.org/10.36713/epra31661
DOI No: 10.36713/epra31661

ABSTRACT

This study focused on establishing the influence of work flexibility on job satisfaction in Garissa County Referral Hospital. The theory anchoring the study comprised of Social Exchange Theory. A descriptive research design was employed in the study. The study targeted 623 employees. The sampling frame was made up of medical officers, nursing personnel, dental officers, clinical officers, pharmacists, radiologists, orthopedic technicians, nutrition and dietetics, physiotherapists, public health officers, medical social worker, medical laboratory technicians, occupational therapists, pharmaceutical technologists and mortuary attendants. The study determined a sample size of 244 respondents using Yamane's sampling formula. A proportionate sampling technique was applied to distribute the sample size effectively. Data was collected through a structured questionnaire. To compile and analyze the questionnaire responses, descriptive statistics were used. In furthermore, interactions between the study variables were examined using inferential statistical techniques consisting of regression and correlation analysis. The results were displayed in tables and figures, and the statistical analysis was carried out using the Statistical Package for Social Scientists Version 25. The study established that work flexibility positively and significantly influences job satisfaction in Garissa County Referral Hospital. This was depicted by beta value of 0.267 and significant value of 0.000. The research concluded that work flexibility functions as key factor which drives employee satisfaction at Garissa County Referral Hospital. When workers receive the ability to choose their work hours and create their work schedules and handle both their job responsibilities and personal time their work performance and personal empowerment improve. The study offers recommendations to Garissa County Referral Hospital management to create better flexible work systems which will improve their employees' work satisfaction.

KEYWORDS: *Work Flexibility, Job Satisfaction*

BACKGROUND OF THE STUDY

Job satisfaction functions as an essential element which determines organizational achievement as it shows how contented employees are with their work. Multiple factors shape this aspect which includes work conditions together with compensation, job stability and workplace relationships (Dziubal, Ingaldi, & Zhuravskaya, 2020). Employee satisfaction leads to increased work output together with stronger loyalty and decreased employee departures. The research conducted by Asaba (2023) demonstrated that dedicated workers who actively participate in their work help organizations reach their operational objectives. Employees find job satisfaction through five main aspects which include their payment structure, opportunities to advance their careers, appreciation for their work, employment stability and their workplace atmosphere. Organizations assess employee satisfaction through three metrics which include absenteeism, turnover rates and employee engagement (Boštjančič & Petrovčič, 2019).

Work-life balance requires organizations to provide their employees work flexibility. Employees experience time management benefits through flexible work arrangements which enable them to choose their work hours and work remotely therefore reducing their stress levels (Govender et al., 2018). Hospitals require healthcare workers to maintain physical presence however their administrative staff members need to establish remote work or flexible work arrangements for their tasks (Indradewa & Prasetiob, 2023).

The relationship between effective work flexibility and job satisfaction has been demonstrated through research studies conducted in different parts of the world. Rony and Yulisyahyanti (2022) showed that employees experience less stress and better work performance when organizations implement work flexibility policies which create equal time for professional duties and personal life activities. The

Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2026): 8.748 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 13 | Issue: 9 | September 2026 -Peer-Reviewed Journal

study conducted by Malik (2023) showed that organizations which make work flexibility their main focus experience decreased employee turnover rates and increased employee satisfaction. The study by Dias et al (2022) showed that flexible work arrangements increase employee satisfaction because they permit workers to fulfill their family responsibilities and personal growth requirements.

Statement of the Problem

Work satisfaction stands as the essential element which drives staff motivation and dedication while determining service delivery effectiveness in medical settings. The healthcare delivery system in Kenya requires counties to maintain high job satisfaction as it directly impacts staff retention and operational efficiency in hospitals. The healthcare personnel at Garissa County Referral Hospital experience growing job dissatisfaction problems which affect their work performance.

Work environments at the facility create multiple problems since staff members encounter both excessive duties and extended hours without proper personnel support. This produces work-related stress and burnout symptoms and interrupts their ability to balance personal and professional responsibilities. Staff members face absenteeism problems since their relationships with management become strained while their overall workplace morale decreases. An internal assessment revealed that 45% of healthcare staff members experience dissatisfaction with their work environment while 30% of staff members have thought about leaving their jobs because of work-life balance difficulties.

Although studies in other countries, such as Dias et al. (2022) in Portugal and El-Helaly and Younis (2022) in Egypt, have confirmed a positive link between work flexibility and job satisfaction, their applicability to the Kenyan context especially in marginalized regions like Garissa is limited due to differing socio-economic and healthcare systems. Furthermore, most Kenyan studies have concentrated on urban private hospitals, neglecting public healthcare institutions in underserved areas. Therefore, the purpose of this study is to investigate how work flexibility affects healthcare employees' job satisfaction at Garissa County Referral Hospital.

Objectives of the Study

To evaluate the influence of work flexibility on job satisfaction among medical staff in Garissa County Referral Hospital, Kenya.

THEORETICAL REVIEW

Social Exchange Theory

The Social Exchange Theory was proposed by sociologist George Homans in the 1950s. According to the concept, people are more likely to engage in behaviors that provide greater rewards than costs, resulting in mutual benefit and reciprocity (Delamater, 2006). The theory views relationships as a continuous exchange process in which individuals contribute time, effort, and resources with the expectation of receiving valued returns. In the workplace, employees exchange their skills, commitment, and labor for organizational rewards such as remuneration, recognition, career growth opportunities, supportive working conditions, and job satisfaction. When employees perceive that the organization values their contributions and responds to their needs, they are more likely to reciprocate through increased commitment, motivation, improved performance, and positive work attitudes (Cropanzano & Mitchell, 2005).

The theory explains how work flexibility influences job satisfaction. When employees experience greater work flexibility, such as flexible working hours or the ability to adjust work schedules, the benefits they receive often outweigh the associated costs, such as coordinating personal and professional responsibilities (Matrafi, 2024). Employees who are granted flexibility perceive that the organization values their well-being and trusts them to balance work responsibilities effectively. This favorable exchange strengthens employees' psychological attachment to the organization and increases their level of job satisfaction. In return, satisfied employees are more likely to demonstrate organizational commitment, higher productivity, reduced absenteeism, and greater intention to remain with the organization (Cropanzano & Mitchell, 2005).

The theory is applicable to this study because work flexibility represents an organizational benefit provided to medical staff, while job satisfaction reflects employees' reciprocal response to that benefit. In the context of Garissa County Referral Hospital, flexible scheduling, shift adjustments, or opportunities to accommodate personal obligations may encourage medical staff to feel valued and supported, thereby enhancing their satisfaction with their jobs. The theory therefore provides a suitable framework for examining the relationship between work flexibility and job satisfaction among medical staff.

Despite its usefulness, the Social Exchange Theory has several weaknesses. The theory assumes that employees always behave rationally by evaluating costs and benefits before responding, yet human behavior is often influenced by emotions, professional ethics, personal values, and organizational culture rather than calculated exchanges alone (Blau, 1964). In healthcare settings, medical professionals frequently continue providing quality care despite limited organizational support because of professional commitment and ethical obligations. Critics also argue that the theory oversimplifies workplace relationships by focusing mainly on reciprocity while

overlooking contextual factors such as leadership style, organizational policies, workload, and institutional constraints that may independently affect job satisfaction (Emerson, 1976). Nevertheless, the theory remains appropriate for this study because it clearly explains how organizational support through work flexibility can encourage positive employee attitudes and satisfaction, making it relevant for examining the first objective of the study.

EMPIRICAL REVIEW

Work Flexibility and Job Satisfaction

A study by Indradewa and Prasetiob (2023) looked at how work-life balance and job fulfillment were impacted by flexible work schedules while controlling for work-related stress, emotional tiredness, and personal work-life improvement. Participants in the online data collection process in Jakarta were students and employees who implemented flexible work schedules throughout March and May 2023. 229 residents of the Jakarta-Bogor-Depok-Tangerang-Bekasi region participated in the study's survey. According to the results, job satisfaction is positively impacted by flexible work arrangements.

In Ethiopia, Manyazewal and Matlakala (2017) conducted a study to examine the impact of healthcare reforms on job satisfaction among healthcare professionals working in five public hospitals in Central Ethiopia. The study adopted a facility-based cross-sectional survey design involving 410 healthcare professionals selected through purposive sampling. Data were collected using structured self-administered questionnaires. The researchers employed factor analysis, descriptive statistics, non-parametric analysis, and multiple logistic regression to analyze the data. The findings revealed that healthcare professionals experienced relatively low levels of job satisfaction, largely due to heavy workloads, management practices, and poor task organization, all of which limited employees' work flexibility.

In Nigeria, Akinwale and George (2020) examined the influence of flexible work arrangements on employee job satisfaction among healthcare professionals in selected public hospitals in Lagos State. The researchers adopted a descriptive cross-sectional survey design, where primary data were collected using structured questionnaires administered to healthcare workers. The data were analyzed using descriptive statistics, Pearson correlation analysis, and multiple regression analysis. The study established that flexible work schedules, employee participation in shift planning, and supportive work policies had a significant positive effect on employees' job satisfaction. Healthcare workers who enjoyed greater flexibility reported lower stress levels, improved work-life balance, and higher organizational commitment compared to those working under rigid schedules.

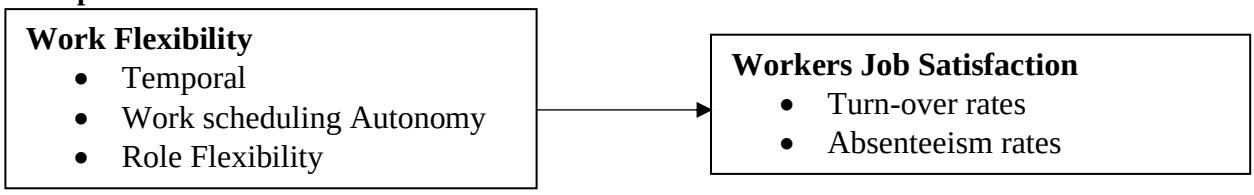
A study by Yugi, Njeje, and Mwangi (2023) explored the effect of flexible work schedules on employee satisfaction at Nairobi County's private hospitals, considering the influence of organizational culture. The research used border theory to study work-life balance patterns which people establish between their professional commitments and personal responsibilities. The research involved 19 hospitals which examined their mid-level and senior-level support staff and managerial personnel. The research results showed that there exists a strong positive relationship between flexible work arrangements and employee contentment.

Njama, Gichuhi, and Siele (2021) studied how flexible work arrangements affect employee contentment at water companies through their research on Nyahururu Water and Sanitation Company which operates in Laikipia County during March and April 2023. The study used a descriptive research design. The researchers used proportionate stratified simple random selection to select 61 participants for their study which included all 156 company employees. The research team used closed-ended questions and open-ended questions to collect data which resulted in two types of data: qualitative data and quantitative data. The researchers used multiple linear regression analysis to study the relationship between different variables. The study used multiple linear regression analysis to assess how different variables interact with each other while research results were presented as means and frequencies and the qualitative data provided additional insights. The research discovered that flexible work options created job satisfaction problems for employees at the company. Kangogo and Wanambiro (2019) studied how flexible work hours affect employee commitment at private medical facilities located in Nakuru Town in Kenya. The researchers collected data through questionnaires by using a descriptive research method. The hospitals showed that flexible work schedules led to increased employee loyalty according to their findings. The researchers recommended that hospitals implement methods which improve work schedule flexibility so their employees can manage work together with their personal time and family duties.

Onyango, Chepkilot, and Muhanji (2019) studied how flexible work arrangements affect employee contentment at public enterprises in Kenya. The research team conducted a survey of 381 employees who worked at 127 government agencies using a cross-sectional study method. The researchers used stratified sampling to select companies and purposive sampling to identify employees who participated in the study through semi-structured interviews. The research found that flexible work schedules serve as an essential element which improves employee contentment at state corporations. The research revealed that employee-initiated flexible work arrangements lead to better organizational performance than employer-imposed arrangements.

Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2026): 8.748 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 13 | Issue: 9 | September 2026 -Peer-Reviewed Journal

Conceptual Framework



Independent Variable **Dependent Variable**

Figure 1 Conceptual Framework

Research Methodology

The research design used in the study was descriptive correlational. The study targeted 623 employees comprising of medical officers, nursing personnel, dental officers, clinical officers, pharmacists, radiologists, orthopedic tech, nutrition and dietetics, physiotherapists, public health officers, medical social worker, medical lab. tech., occupational therapists, pharm technologists and mortuary attendants. The sample size of 244 respondents was determined by using the Yamane (1967) sample formula. The study's sample size was distributed using the stratified random sampling technique. Data for the study was gathered using a questionnaire. Inferential statistics comprising of correlation and regression analysis, was used to relate the study's variables, while descriptive statistics, like means and standard deviation, was used for summarizing and relating data from given questionnaires. Both descriptive and inferential statistics were generated using SPSS V25 software. The model for this study is as illustrated below:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where; **Y**=Job Satisfaction, β_0= Regression constant or intercept, β_1 is the independent variable unknown coefficients, X_1 = Work Flexibility and ε = Error term.

Results

The study issued 244 questionnaires to the targeted respondents of the study. 172 questionnaires were fully filled and returned for analysis. This accounted for a response rate of 70.5%. The response rate was deemed suitable and appropriate for analysis. Saunders et al. (2019) asserted that a response rate of 60% or above is deemed adequate for analysis and drawing conclusions, which was consistent with this finding. The response rate was attributed to the adoption of drop-and-pick data collection approach by the researcher.

DESCRIPTIVE RESULTS

Work Flexibility and Job Satisfaction

The descriptive results on work flexibility presented in table 1 shows that respondents were in agreement with the statement that employees' work schedule allowed them to adjust hours when personal matters arise (mean=2.657, std.dev=1.339) as well as the fact that they were allowed to work extra hours on some days to reduce hours on others (mean=2.709, std.dev=1.323). On the statement whether the hospital supported flexible working hours to accommodate personal responsibilities, respondents agreed (mean=2.674, std.dev=1.328). Respondents further showed an agree stance with the statements that employees had control over how they organize their daily work schedule (mean=2.703, std.dev=1.320) and on the fact that employees can adjust work schedule without seeking prior approval for minor changes (mean=2.703, std.dev=1.288).

An agree stance was further observed on the statements that employees could take on different roles or duties when the need arises (mean=2.733, std.dev=1.274), that employees were allowed to perform duties outside their formal job description when necessary (mean=2.709, std.dev=1.278) and that employees role allowed room for skill development through diverse responsibilities (mean=2.535, std.dev=1.357). On overall, all respondents were in agreement with the statements on work flexibility and job satisfaction as depicted by an overall response mean of 2.678 and std.dev of 1.314. The results tallies with Indradewa and Prasetiob (2023) who established that job satisfaction is positively impacted by flexible work arrangements. The findings support Social Exchange Theory, which posits that when organizations provide employees with flexible work arrangements that accommodate their personal and professional needs, employees are likely to reciprocate through increased job satisfaction and positive work attitudes.

Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2026): 8.748 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 13 | Issue: 9 | September 2026 -Peer-Reviewed Journal

Table 1: Descriptive Results on Work Flexibility

Statements	N	Mean	Std.Dev
Employees work schedule allows them to adjust hours when personal matters arise	172	2.657	1.339
Employees are allowed to work extra hours on some days to reduce hours on others	172	2.709	1.323
The hospital supports flexible working hours to accommodate personal responsibilities	172	2.674	1.328
Employees have control over how they organize my daily work schedule	172	2.703	1.320
Employees can adjust work schedule without seeking prior approval for minor changes	172	2.703	1.288
Employees can take on different roles or duties when the need arises	172	2.733	1.274
Employees are allowed to perform duties outside their formal job description when necessary	172	2.709	1.278
Employees role allows room for skill development through diverse responsibilities	172	2.535	1.357
Overall	172	**2.678**	**1.314**

Job Satisfaction

The descriptive results on job satisfaction presented in table 2 shows that respondents were in agreement with the statements that employees were satisfied with their job and had no intention of leaving their current position (mean=3.395, std.dev=0.928) and that the hospital offered sufficient incentives to retain employees (mean=3.390, std.dev=0.921). The statements that employees felt valued by their employer, which motivated them to continue working in the hospital and that they were motivated to report to work regularly because of job satisfaction had an agree stance depicted by a response mean of 3.471 and 3.494 and std.dev of 0.798 and 0.791 respectively.

Respondents further showed an agree stance with the statements that employees felt that absenteeism among workers was low due to a positive work environment (mean=3.407, std.dev=0.897) and that employees felt comfortable expressing their opinions and concerns at work (mean=3.413, std.dev=0.878). Consequently, the assertions that employees work environment encouraged mutual respect and professionalism and that they felt happy and motivated while working at the hospital attained an agree stand (mean= 3.250, std.dev=0.968 and mean=3.244, std.dev=0.948) respectively. All respondents agreed with the statements on job satisfaction as shown by an overall response mean of 3.383 and std.dev of 0.891. The overall level of job satisfaction observed among respondents was consistent with the three underpinning theories :Social Exchange Theory, Social Support Theory, and Job Characteristics Theory, which collectively suggest that supportive organizational practices, strong interpersonal support, and well-structured job characteristics contribute to higher employee job satisfaction.

Table 2: Descriptive Results on Job Satisfaction

Statement	N	Mean	Std.Dev
Employees are satisfied with their job and have no intention of leaving their current position.	172	3.395	0.928
The hospital offers sufficient incentives to retain employees.	172	3.390	0.921
Employees feel valued by their employer, which motivates them to continue working here	172	3.471	0.798
Employees are motivated to report to work regularly because of job satisfaction.	172	3.494	0.791
Employees feel that absenteeism among workers is low due to a positive work environment	172	3.407	0.897
Employees feel comfortable expressing their opinions and concerns at work.	172	3.413	0.878
Employees work environment encourages mutual respect and professionalism.	172	3.250	0.968
Employees feel happy and motivated while working at the hospital	172	3.244	0.948
Overall	**172**	**3.383**	**0.891**

Inferential Statistics

Correlation Analysis

The study conducted a correlation analysis aiming at establishing whether there existed correlation between the independent and the dependent variable of the study. The results show that work flexibility and job satisfaction in Garissa County Referral Hospital positively and significantly correlates (r=0.411, p=0.000). This implies that enhancing aspects of work flexibility in the hospital enhances job satisfaction amongst the employees. The results are in tandem with Yugi, Njeje, and Mwangi (2023) who established existence of a strong, positive correlation between flexible work schedules and employee satisfaction.

Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2026): 8.748 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 13 | Issue: 9 | September 2026 -Peer-Reviewed Journal

Table 3 Correlation Results

		Work Flexibility	Job Satisfaction
Work Flexibility	Pearson Correlation	1	
	Sig. (2-tailed)		
Job Satisfaction	Pearson Correlation	.411	1
	Sig. (2-tailed)	.000	
	N	172	

Regression Analysis

The model summary results outlined in table 4 shows that Work Flexibility moderately relates with job satisfaction in the hospital. This was shown by R-Value of 0.783. Similarly, the coefficient of determination represented by R-Squared value of 0.614 implied that 61.4% of job satisfaction in the hospital can be accounted by Work Flexibility.

Table 4: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.783[a]	.614	.604	.388
	a. Predictors: (Constant), Work Flexibility		

The ANOVA results presented in table 5 shows that the model linking the dependent variable (Job Satisfaction) with the independent variable (Work Flexibility) was statistically significant. This was shown by the sig-value 0.000<0.05. The model was therefore considered fit for assessing the relationship between the independent and the dependent variables.

Table 5 ANOVA

Model		Sum of Squares	df	Mean Square	f	Sig.
1	Regression	40.007	1	40.01	270.05	.000[b]
	Residual	25.185	170	0.15		
	Total	65.192	171			
Dependent Variable: Job Satisfaction Predictors: (Constant), Work Flexibility						

The results on the regression coefficient model presented in table 6 shows that work flexibility positively and significantly influences job satisfaction amongst employees in Garissa Referral Hospital as shown by Beta=0.267 and sig=0.000. This implies that increasing aspects of work flexibility in the operation of the hospital with one unit leads to 0.267 units increase in the levels of job satisfaction. According to Njama, Gichuhi, and Siele (2021), job satisfaction issues are linked to flexible work arrangements impacting employees.

Table 6 Model Coefficient

	Unstandardized Coefficients		Standardized Coefficients		
Predictors	**B**	**Std. Error**	**Beta**	**T**	**sig.**
(Constant)	.371	.199		1.866	.064
Work Flexibility	.267	.025	.544	10.594	.000
Dependent Variable: Job Satisfaction					

The model of the study thus becomes:

Job Satisfaction = 0.371 + 0.267 (Work Flexibility)

Hypothesis Testing

The study employed the results from the regression analysis to either reject or accept the hypothesis of the study. The criteria followed was by comparing the p-values of each variable from the regression analysis with the significant value of 0.05. If the p-value was less than the significant value, the hypothesis was rejected whereas it was accepted if the p-value exceeded 0.05. The summary of the hypothesis testing is formulated in table 7.

Table 7 Hypothesis Testing

Hypothesis	Method and Criteria	Remark
H_{01}: There is no statistically significant influence of work flexibility on job satisfaction among medical staff in Garissa County Referral Hospital, Kenya	• Regression analysis (p=0.000< 0.05)	Reject **H_{01}**

Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2026): 8.748 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 13 | Issue: 9 | September 2026 -Peer-Reviewed Journal

DISCUSSION

Descriptive results indicated that respondents agreed that various aspects of work flexibility were present in the hospital. The aspects majorly comprised of adjustable work schedules, ability to compensate hours across different days, autonomy in organizing daily tasks, and opportunities to take on diverse roles. The research results showed that workers preferred flexible work options since these options helped them manage their personal commitments together with their professional obligations in a hospital environment which requires employees to work extended hours and alternate shifts while handling demanding emotional challenges. Hill et al (2020) demonstrated that work flexibility enables employees to control their work hours which results in higher job satisfaction.

The positive correlation between work flexibility and job satisfaction ($r = 0.411$, $p < 0.001$) confirmed that employees who experiences higher levels of flexibility tend to report higher satisfaction levels. The Social Exchange Theory shows that when organizations provide flexible work arrangements as supportive practices, employees respond with positive work attitudes. Yugi, Njeje, and Mwangi (2023) discovered that flexible work schedules boost employee satisfaction since they decrease work-related conflicts with family responsibilities. At the hospital, flexible work options support employees in managing their demanding healthcare responsibilities, which results in improved work experiences.

The regression analysis demonstrated that work flexibility functioned as a main factor which determined job satisfaction according to the statistical result ($\beta = 0.267$, $p < 0.0001$). The study showed that organizations which enhanced their flexible work policies experienced higher levels of worker satisfaction. This finding is consistent with Njama, Gichuhi, and Siele (2021), who reported that flexible work arrangements contributed significantly to job satisfaction by enabling employees to manage workload pressures and personal obligations more effectively. Scheduling flexibility and task distribution flexibility in healthcare organizations enable medical personnel and support professionals to decrease their experience of burnout and stress which occurs in their work environment.

The study's results also concur with Indradewa and Prasetiob (2023), who established that flexible working arrangements positively influence job satisfaction across various sectors. Flexibility enhances employees' sense of autonomy and control, which are critical psychological factors in job satisfaction. De Menezes and Kelliher (2017) proved that flexible work methods lead to improved work attitudes because employees receive more organizational support. The schedule adjustment and multi-role engagement options at Garissa County Referral Hospital demonstrate management's confidence in employees, which results in higher employee satisfaction.

Beauregard and Henry (2019) showed that flexible work arrangements do not produce positive results in situations where workers face increased work demands because they can choose their working hours. The implementation of flexible work schedules in healthcare facilities creates unpredictable work hours which decrease employee satisfaction with their jobs. Chung and van der Lippe (2020) discovered that organizations achieve better employee flexibility results when they maintain strong organizational culture and managerial support which enables them to implement clear workplace policies. The research proves that work flexibility provides benefits to workers but its success depends on organizations implementing scheduled work methods and leaders who create an environment for their employees.

CONCLUSION

The research concluded that job flexibility functions as key factor which drives employee satisfaction at Garissa County Referral Hospital. When workers receive the ability to choose their work hours and create their work schedules and handle both their job responsibilities and personal time their work performance and personal empowerment improve. Healthcare systems benefited from flexibility as a general advantage but its operational success required specific implementation methods and organizational management systems which enabled staff to follow flexible work schedules without experiencing unexpected workload rises.

Recommendations

The study offers recommendations to Garissa County Referral Hospital management to create better flexible work systems which will improve their employees' work satisfaction. The hospital administrators also need to establish scheduling systems which provide employees with transparent scheduling options to select their shifts without causing operational issues. Management needs to establish a leadership system which provides workers with the necessary support while they handle their personal life duties and complete their work responsibilities.

REFERENCES

1. *Akinwale, O. E., & George, O. J. (2020). Work environment and job satisfaction among nurses in government tertiary hospitals in Nigeria. Rajagiri Management Journal, 14(1), 71–92.*
2. *Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2023). Work–family conflict and flexible work arrangements: Deconstructing flexibility. Personnel Psychology, 66(2), 345–376.*

3. *Asaba, K. (2023). Motivation, Employee Satisfaction and Engagement among Makerere University Employees [Unpublished Masters]. Makerere University.*
4. *Beauregard, T. A., & Henry, L. C. (2019). Making the link between work-life balance practices and organizational performance. Human Resource Management Review, 19(1), 9–22.*
5. *Blau, P. M. (1964). Exchange and power in social life. John Wiley & Sons.*
6. *Boštjančič, E., & Petrovčič, A. (2019). Exploring the relationship between job satisfaction, work engagement and career satisfaction: The study from public university. Human Systems Management, 38(4), 411–422.*
7. *Chung, H., & van der Lippe, T. (2020). Flexible working, work–life balance, and gender equality: Introduction. Social Indicators Research, 151(2), 365–381.*
8. *Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. Journal of Management, 31(6), 874–900.*
9. *De Menezes, L. M., & Kelliher, C. (2017). Flexible working, individual performance, and employee attitudes: Comparing formal and informal arrangements. Human Resource Management, 56(6), 1051–1070.*
10. *Delamater, J. (Ed.). (2006). Handbook of Social Psychology. Springer US.*
11. *Dias, Á., Feixeira, C., Pereira, L., d, R. L., Costa, a., & Gonçalves, R. (2022). The work-life balance and job satisfaction. International Journal of Services and Operations Management, 43(3), 401.*
12. *Dziubal, S.T., Ingaldi, M., & Zhuravskaya, M. (2020). Employees' job satisfaction and their work performance as elements influencing work safety. Sciendo,2(1),18-25*
13. *El-Helaly, M., & Younis, H. (2022). Workload management and its impact on job satisfaction among nurses in public hospitals in Cairo, Egypt. Journal of Healthcare Management, 45(3), 215-228.*
14. *Emerson, R. M. (1976). Social exchange theory. Annual Review of Sociology, 2, 335–362.*
15. *Garissa County Government (2024). County Fiscal Strategy Paper. Home of The Hirola 007 - Garissa County Government. https://garissa.go.ke/wp-content/uploads/2020/07/CFSP-2024.pdf*
16. *Garissa County. (2018). Health Sector Strategic and Investment Plan-2013-2018. https://healthgarissa.go.ke/. https://healthgarissa.go.ke/wp-content/uploads/2024/09/Garissa-County-SP-final5_opt-1.pdf*
17. *George, J. B., & Poluru, N. V. (2024). Exploring the Impact of Flexible Work Arrangements on Turnover Intention: The Mediating Role of Job Satisfaction and the Moderating Effect of Perceived Supervisory Support. Journal of Accounting, Business and Management (JABM), 32(1), 217.*
18. *Govender, L., Migiro, S., & Kyule, A. (2018). Flexible Work Arrangements, Job Satisfaction and Performance. Journal of Economics and Behavioral Studies, 10(3), 268–277.*
19. *Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. Organizational Behavior and Human Performance, 16(2), 250–279.*
20. *ILO. (2024). NATLEX - Germany - Hours of Work Act (ArbZG). NATLEX – Home. https://natlex.ilo.org/dyn/natlex2/r/natlex/fe/details?p3_isn=37814#:~:text=The%20Hours%20of%20Work%20Act,of%20at%20least%2011%20hours.*
21. *Indradewa, R., & Prasetiob, J. H. (2023). Flexible work arrangements and job satisfaction: The mediating role of work–life balance. International Journal of Human Resource Studies, 13(2), 45–59.*
22. *Lu, H., Zhao, Y., & While, A. (2019). Job satisfaction among hospital nurses: A literature review. International Journal of Nursing Studies, 94, 21–31.*
23. *Malik, N. (2023). Organizations Should Maintain Employee's Work-Life Balance. Journal Of Economics, Finance And Management Studies, 06(08), 161-168*
24. *Manyazewal, T., & Matlakala, M. C. (2017). Beyond patient care: The impact of healthcare reform on job satisfaction in the Ethiopian public healthcare sector. Human Resources for Health, 15(1), Article 10.*
25. *Matrafi, M. (2024). The Impact Of Social Exchange Theory On Employee Motivation And Job Satisfaction. International Journal Of Management, 15(4), 130–136.*
26. *Mwangi, J. M., Kimani, M., & Ngugi, P. K. (2020). Workplace challenges and job satisfaction among healthcare workers in public hospitals in Kenya. International Journal of Health Policy and Management, 9(3), 102-114.*
27. *Njama, M. W., Gichuhi, D., & Siele, L. (2021). Flexible work arrangements and employee job satisfaction in public institutions in Kenya. International Journal of Social Sciences and Management Research, 7(4), 22–34.*
28. *Onyango, J. O., & Were, S. (2018). Determinants of job satisfaction among healthcare workers in public hospitals in Kenya. International Journal of Human Resource Studies, 8(3), 178–196.*
29. *Rony, Z. T., & Yulisyahyanti, Y. (2022). The Influence Of Work-Life Balance And Burnout On Job Satisfaction. International Journal of Environmental, Sustainability, and Social Science, 3(1), 161–168.*
30. *Saunders, M., Lewis, P., & Thornhill, A. (2019). Research methods for business students (5th ed.). Prentice Hall.*
31. *Tan, S.K,. (2013). Herzberg's Two-Factor Theory on Work Motivation: Does it Works for Todays Environment?. Global Journal of Commerce and Management Perspective. 2. 18-22*
32. *Yamane, T. (1967): Statistics: An Introductory Analysis, 2nd Ed., New York: Harper and Row.*
33. *Yugi, M. K., Njeje, D., & Mwangi, L. (2023). Work flexibility and employee satisfaction in devolved government units in Kenya. Journal of Human Resource and Leadership, 8(1), 56–69.*