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RELATIONSHIP BETWEEN JOB SHARING ARRANGEMENT AND EMPLOYEE PERFORMANCE IN KERICHO REFERRAL HOSPITAL, KENYA

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ABSTRACT
Redesigning workspaces and offering flexible work arrangements is essential for maintaining productivity and meeting evolving employee expectations. It is on this background that this study sought to study the relationship job sharing arrangement and employee performance in Kericho Referral Hospital, Kenya. Correlational research design was deployed to test the relationship between variables. Stratified sampling was utilized in identifying the various departments at the Kericho Referral Hospital, Kenya and census sampling was used to select the respondents. The population of the study was 152, consisting of staff working in departments within Kericho Referral Hospital, Kenya made up of Public Health Services, Pharmaceutical Services, Human Resource, Laboratory Services, Finance and Procurement, Dental Services, Imaging Services, Physiotherapy Services and Nutrition Services. Structured questionnaire was used in collecting data. Validity and reliability of research instruments were checked. Quantitative data was examined using inferential which included multiple regression model analysis, correlation analysis, and Analysis of Variance (ANOVA) to establish the relationships, strength of association, and differences among study variables. The findings revealed that job sharing arrangement has a positive but statistically insignificant relationship ($\beta = 0.056$, $p = 0.508$). The study concludes that appropriately structured job sharing arrangement contributes significantly to employee performance, although the relatively weak relationship indicates that other factors also play a substantial role.
KEYWORDS: *Job Sharing arrangement, Employee Performance.*

1.0 INTRODUCTION

1.1 Background of the Study

Changing economic, technological, social and environmental conditions have significantly influenced how organizations adopt new working practices across the world. A major development has been the increasing adoption of flexible work arrangements such as remote work, hybrid schedules, compressed workweeks, job sharing and staggered shifts (Kramer & Kramer, 2020). These arrangements have been driven not only by public health emergencies, but also by rapid technological advancements, globalization, urban traffic congestion, security concerns, natural disasters, organizational restructuring and the growing demand for work-life balance among employees. Governments and organizations have increasingly embraced alternative work systems to ensure continuity of operations, efficiency and employee wellbeing. However, flexible work arrangements have also created challenges in balancing professional and domestic duties, monitoring performance and maintaining employee engagement (Kazekami, 2020).

Sasela and Agustian (2022), examined job sharing at Tugu Jaya Regional General Hospital and found that both division of labor and work motivation significantly influenced employee performance. The study showed statistically significant effects $0.011 < 0.05$ highlighting the role of motivation and structured labor distribution in enhancing outcomes. Globally, the Covid-19 pandemic disrupted economies and work performance.

In Kenya, changing economic conditions and workplace modernization have affected sectors such as agriculture, health, education, tourism, prompting institutions to reconsider traditional work structures. Urban congestion in major cities, digital transformation and the need for cost reduction have further accelerated interest in flexible work models.

Conversely, studies in Malaysia (Ramakrishnan & Arokiasamy, 2019) and Korea (Choi, 2020) revealed that flexible arrangements can reduce stress, boost productivity and improve employee performance. In Kenya, adoption of digital platforms and modern work systems has enhanced continuity in public service delivery and organizational operations (Mazzucato & Kattel, 2020), alongside broader global reforms promoting efficiency and resilience in the workplace.

1.2 Statement of the Problem

Globally, organizations have embraced diverse work arrangements as strategies to optimize productivity, safeguard employee performance and maintain service continuity in dynamic environments. Employee performance is one of the most critical determinants of organizational success, particularly in labor-intensive sectors such as healthcare where service delivery depends

heavily on staff efficiency, commitment and resilience. However, while work arrangements are acknowledged as key to productivity and satisfaction, their actual impact on employee performance remains inconclusive.

Empirical findings across contexts show mixed results of positive and negative results which warrant further research. Studies in developed economies such as the UK indicate that while informal flexible work enhances job satisfaction, formal arrangements sometimes lower performance. Research in emerging economies like Nigeria and Uganda reveals positive associations between flexible work policies and employee motivation, retention and engagement. Conversely, other studies highlight challenges such as reduced collaboration, role stress and poor work-life balance. These inconsistencies suggest that the effects of work arrangements are highly context specific, influenced by organizational culture, sectoral demands and resource availability.

In Kenya, public hospitals have adopted shift schedules and limited forms of flexible work to address rising patient demands, understaffing, and financial constraints.Yet, despite these arrangements, performance indicators such as staff turnover,job satisfaction and service quality remain sub-optimal. Kericho Referral Hospital, Kenya, the County's largest facility, faces additional pressures including workforce shortages, high disease burden and strained infrastructure. While job sharing is widely practiced, there is little empirical evidence on how these arrangements influence the performance of health workers in this setting. The absence of localized research presents a critical gap. Without understanding whether job sharing arrangement enhance or hinder employee performance in Kericho Referral Hospital, Kenya, management lacks the empirical basis to formulate policies that promote staff well-being and service efficiency. This study therefore sought to examine the relationship between job sharing arrangement and employee performance in Kericho Referral, Hospital Kenya.

2.0 LITERATURE REVIEW

Job sharing arrangement means a work arrangement where two or more employees share the tasks and obligations of a single full-time position (Arkin, & Dobrofsky, 2022). Ugwuoke (2024), explored the relationship between job sharing and customer satisfaction, as well as flextime and employee retention, in media firms in Anambra State, Nigeria and using a survey design and a census sampling technique, data were collected from 211 respondents through structured questionnaires and analyzed using Pearson correlation.

The study found a strong positive correlation between job sharing and customer satisfaction. It concluded that flexible work policies enhance employee engagement, retention and overall organizational effectiveness. However, gaps in the study include: geographic limitation to one Nigerian state and its sector-specific focus on media firms only.

Sasela and Agustian (2022), conducted a quantitative study to examine the effect of job sharing and work motivation on employee performance at Tugu Jaya Regional General Hospital. Using a sample of 51 respondents determined through Slovin's formula, data were collected via questionnaires and analyzed using multiple linear regression in SPSS 24. Findings revealed that both job sharing (division of labor) and work motivation significantly influenced employee performance, with each variable showing statistically significant results. However, several gaps are evident: methodologically it is restricted by a small sample size and conceptually lacking exploration of organizational structure in job sharing dynamics.

Mwiti *et al.* (2022), investigated the impact of job sharing on staff performance in Public Universities within Kenya's Mount Kenya region. The study targeted 3,012 teaching and non-teaching staff, with a sample size of 353 determined using Yamane's formula and employing a descriptive design, data were gathered through questionnaires and analyzed using descriptive statistics and multivariate regression. A pilot test ensured validity and reliability of tools. Findings revealed a significant positive relationship between job sharing and employee performance, including reduced absenteeism and increased satisfaction. Despite its strengths, noted gaps were seen: geographic limitation to one region and sector-specific focus on academia only; methodological reliance on self-reported data which is prone to bias.

Isabwa *et al.* (2016), examined the impact of job sharing on employee performance in selected manufacturing firms in Kakamega County, Kenya, using a descriptive survey design. The study focused on West Kenya Sugar Company, selecting 220 employees from a population of 2,400, with a strong response rate of 83.18%. Key informants were purposefully sampled, while unionizable staff were randomly selected. Data were collected by way of questionnaires and interviews and analyzed using SPSS with both descriptive and inferential methods, including linear regression.

Findings indicated that job sharing significantly enhances employee performance, leading to the rejection of the null hypothesis. However, gaps noted include geographic limitation to a single county and firm, sector-specific focus and a methodological gap as it only relied on descriptive survey design which cannot establish cause-and-effect relationships between variables contrary to the current study.

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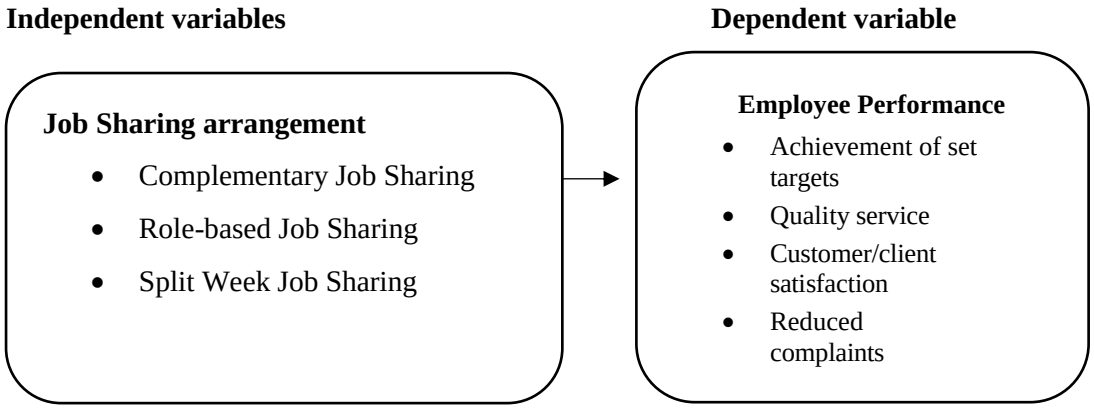
Figure 1: ***Conceptual Framework***



3.0 RESEARCH DESIGN

Positivism Research Philosophy was suitable for this study because the study sought to objectively measure and analyze the relationship between work arrangements and employee performance using quantifiable data (Saunders *et al.,* 2019). This approach allowed for hypothesis testing, ensures reliability and validity, and provided evidence-based insights critical for decision-making in healthcare management (Bell *et al.,* 2022). This study employed correlational research design in order to provide detailed information by describing the variable in detail. These designs were preferred because they were exploratory, allowed for comparisons and analysis of the research findings to enable the researcher to collect, summarize, present, evaluate and interpret the data in a simpler and more understandable form (Selviana *et al.,* 2024).

The target population was the 152 staff members working with Kericho Referral Hospital, Kenya from Public Health, Pharmaceutical, Human Resource, Laboratory Services, Finance and Procurement, Dental Services, Imaging Services, Physiotherapy Services and Nutrition Services Departments. This is because they were the group the researcher believed they were departments which were affected by work arrangement.

For the purpose of this study, the researcher used the census sampling approach. The approach systematically identified, collected, and recorded information from every member of the study population. It involved the complete enumeration of all units within a defined population, thereby allowing comprehensive and highly accurate data collection (Selviana *et al.*, 2024; Creswell & Creswell, 2018). According to Saunders *et al.* (2019), the census method is especially appropriate when the population size is manageable and the researcher seeks to obtain detailed insights from every unit, thereby minimizing sampling error and enhancing the reliability of results.

Primary data was collected directly from the respondents using structured questionnaire. Mugenda and Mugenda (2013), defined questionnaire as a list of questions that are prepared by a researcher to fit a certain inquiry. The questionnaires contained a combination of both closed-ended and open-ended questions circulated among the staff working within the selected departments in Kericho Referral Hospital, Kenya.

Descriptive and inferential statistics was used to determine relationships between independent and dependent variables. Editing, organizing and analysis of quantitative data were conducted with the aid of IBM SPSS Version 27 Statistical Package Software.

4.0 FINDINGS AND DISCUSSIONS

The study sought to establish the relationship between job sharing arrangement and employee performance in Kericho Referral Hospital, Kenya. Respondents were asked to indicate their level of agreement with a series of statements relating to job sharing and employee performance. Their responses were measured using a five-point Likert scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The findings on job sharing and employee performance are presented in **Table 1.**

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Table 1: ***Job Sharing arrangement***

Descriptive Statistics					
	N	**Minimum**	**Maximm**	**Mean**	**Std. Deviation**
Complementary job sharing allows employees to use their unique skills and strengths to enhance team performance.	134	2	5	3.9030	.38524
Complementary job sharing leads to better Work-life balance for employees involved.	134	2	4	3.9179	.34789
Role-based job sharing helps employees' focus on their specific roles and responsibilities, leading to higher efficiency.	134	3	4	3.9254	.26377
The split-week job sharing arrangement helps maintain continuity and smooth workflow in my role	134	3	5	3.9254	.29089
Sharing responsibilities during the week improves employee's work-life balance and job satisfaction.	134	3	5	3.9552	.24110
Valid N (listwise)	134				

Findings on job sharing arrangement presented in **Table 1** indicate that respondents generally had positive perceptions of job sharing and its contribution to employee performance in Kericho Referral Hospital, Kenya. The mean scores ranged from 3.9030 to 3.9552, indicating a relatively high level of agreement across all the statements. The relatively small standard deviations also suggest that respondents' views were fairly consistent.

The statement that sharing responsibilities during the week improves employees' work-life balance and job satisfaction recorded the highest mean score of 3.9552 (SD = 0.2411). This suggests that respondents strongly perceived the sharing of responsibilities as beneficial to employees' ability to balance work and personal commitments while enhancing job satisfaction.

Role-based job sharing helps employees focus on their specific roles and responsibilities, leading to higher efficiency recorded a mean score of 3.9254 (SD = 0.2638). The same mean score of 3.9254 (SD = 0.2909) was recorded for the statement that split-week job sharing helps maintain continuity and smooth workflow. These findings suggest that job sharing can promote role clarity, efficiency and continuity of service delivery within the hospital.

The statement that complementary job sharing leads to better work-life balance for employees involved recorded a mean score of 3.9179 (SD = 0.3479). This indicates that respondents perceived complementary job sharing as beneficial to employees' work-life balance.

The statement that complementary job sharing allows employees to use their unique skills and strengths to enhance team performance recorded the lowest mean score of 3.9030 (SD = 0.3852). Although comparatively lower, the finding still indicates a positive perception of the contribution of complementary job sharing to team performance.

The findings of the current study are consistent with Sasela and Agustian (2022), Mwiti *et al.* (2022), and Isabwa *et al.* (2016), who established that job sharing has a positive relationship with employee performance. Their findings support the current results, where respondents indicated that job sharing improves work-life balance, job satisfaction, role focus, efficiency, continuity of workflow and utilization of employees' skills. Similarly, Ugwuoke (2024) found that job sharing positively influences customer satisfaction, suggesting that flexible allocation of responsibilities can improve organizational effectiveness. The relatively high mean scores in the current study therefore reinforce evidence that job sharing can benefit both employees and organizations. The current study extends these findings by examining job sharing within a public hospital setting, specifically Kericho Referral Hospital, Kenya where continuity of healthcare services and employee performance are important. Overall, the findings demonstrate that appropriately structured job-sharing arrangements can enhance employee well-being, efficiency, and performance.

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4.1 Hypothesis Testing

$H0_1$: *There is no statistically significant relationship between job sharing arrangement and employee performance in Kericho Referral Hospital, Kenya. To test this hypothesis a simple linear regression was conducted, producing three outputs including model summary, ANOVA and coefficients.*

Table 2: ***Regression summary for Job sharing arrangement and employee performance***

Model Summary[b]					
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Durbin-Watson**
1	.250[a]	.062	.055	.20123	1.971
a. Predictors: (Constant), Job Sharing					
b. Dependent Variable: Employee Performance					

Table 2 revealed that job sharing arrangement has a positive relationship with employee performance, as shown by the correlation coefficient (R = 0.250) suggesting that an increase in job sharing is associated with an improvement in employee performance, although the relationship is weak and the coefficient of determination (R Square = 0.062) indicates that job sharing explains 6.2% of the variation in employee performance, while the remaining 93.8% is explained by other factors not included in the model. The Adjusted R Square of 0.055 indicates that, after adjustment, job sharing explains approximately 5.5% of the variation in employee performance.

Table 3:*ANOVA Summary for Job sharing arrangement and employee performance*

ANOVA[a]						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	.355	1	.355	8.763	.004[b]
	Residual	5.345	132	.040		
	Total	5.700	133			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Job Sharing						

Table 3 revealed that residual Job sharing arrangement and employee performance has statistically significant effect with performance (F=8.763; P< 004) implying that the regression model adopted was statistically significant and could therefore be relied upon to make further inferences regarding the relationship between job sharing and employee performance in Kericho Referral Hospital, Kenya. The regression sum of squares was recorded at 0.355 out of a total sum of squares of 5.700, indicating that job sharing accounts for approximately 6.2% of the variance in employee performance, while the remaining 93.8% is explained by factors excluded from the regression model, as indicated by the residual sum of squares of 5.345. Therefore, the significant F-statistic confirms that job sharing is a statistically significant predictor of employee performance.

Table 4: ***Regression Coefficient for Job sharing arrangement and employee performance***

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	3.110	.283		10.985	.000
	Job Sharing	.213	.072	.250	2.960	.004
a. Dependent Variable: Employee Performance						

Table 4 indicate that job sharing arrangement has a positive and statistically significant relationship with employee performance (β = 0.250, t = 2.960, P = 0.004). This implies that an increase in job sharing is associated with an improvement in employee performance at Kericho Referral Hospital.

The unstandardized regression coefficient (B = 0.213) indicates that a one-unit increase in job sharing arrangement results in a 0.213-unit increase in employee performance, holding other factors constant. The positive standardized coefficient (β = 0.250) further confirms that job sharing arrangement positively predicts employee performance. Since the significance value (p = 0.004) was less than the 0.05 level of significance, the study rejected the null hypothesis that job sharing had no statistically significant relationship with employee performance. The regression equation for the model is:
Employee Performance = 3.110 + 0.213(Job Sharing).

The findings therefore indicate that job sharing arrangement is a statistically significant predictor of employee performance at Kericho Referral Hospital, Kenya and in conclusion, the regression results provide sufficient evidence to reject the null hypothesis (**$H0_1$**), which states that there is no statistically significant relationship between job sharing arrangement and employee performance

in Kericho Referral Hospital, Kenya. This finding is consistent with the ANOVA results, which established that the overall regression model was statistically significant ($F = 8.763$, $P = 0.004$), and with the model summary showing that job sharing explained 6.2% of the variation in employee performance ($R = 0.250$, $R^2 = 0.062$).

5.0 CONCLUSIONS

The study concludes that:
Job sharing arrangement has a weak positive and statistically significant relationship with employee performance in Kericho Referral Hospital, Kenya and respondents generally agreed that job sharing arrangement may enhance work-life balance, job satisfaction, role clarity, efficiency, continuity of workflow, and utilization of employees' skills and strengths.

The regression model explained a relatively small proportion of the variation in employee performance, indicating that job sharing contributes to performance but does not fully account for differences in employee outcomes.

The study therefore concludes that appropriately structured job-sharing arrangements may improve employee performance, although other organizational and individual factors may also play substantial roles.

6.0 RECOMMENDATION

The study recommends that:
Kericho Referral Hospital,Kenya expands appropriately structured job-sharing arrangements where operationally feasible,establishes clear roles and responsibilities for employees sharing positions, ensures effective communication between job sharing partners, develops proper handover procedures to maintain continuity of work.

Kericho Referral Hospital,Kenya particularly, encourages job sharing in positions where responsibilities can be divided without compromising quality of service and provides mechanisms for coordinating schedules and evaluating individual and shared responsibilities which can help maximize the observed benefits of job sharing in relation to work-life balance, job satisfaction, role clarity, efficiency and continuity of service.

Kericho Referral Hospital,Kenya provides mechanisms for coordinating schedules and evaluating individual and shared responsibilities which can help maximize the observed benefits of job sharing in relation to work-life balance, job satisfaction, role clarity, efficiency and continuity of service.

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