

BINDURA UNIVERSITY OF SCIENCE EDUCATION



FACULTY OF COMMERCE

DEPARTMENT OF HUMAN RESOURCES

**AN INVESTIGATION OF THE INFLUENCE OF WORK FLEXIBILITY ON
EMPLOYEE PERFORMANCE.A CASE STUDY OF CHITUNGWIZA CENTRAL
HOSPITAL.**

By

(B1852894)

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS OF THE BACHELOR OF BUSINESS STUDIES (HONOURS)
DEGREE IN HUMAN RESOURCES MANAGEMENT**

JUNE 2022

DECLARATION OF AUTHOURSHIP

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Signature

Date

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Name of Author: B1852894

Registration number: B1852894

Title of project: Investigation on work flexibility on employee performance.

Productivity: A case study of Chitungwiza Central Hospital.

Year granted: 2022

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Date Signed.....

Permanent Address: Murisa village seke

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.....

(Signature of student)

...../...../...../

Date

.....

(Signature of the supervisor)

...../...../...../

Date

.....

(Signature of the Chairperson)

...../...../...../

Date

.....

(Signature of the examiner(s))

...../...../...../

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DEDICATION

I dedicate this work and gratitude to my lovely parents, Herod and Martha for their emotional and financial support which they used to push me to the end. I dedicate to them this significant professional achievement the reason being they gave me all the support and also their presence made a difference to reach my goals.

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TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENTS.....	IV
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
OPERATIONAL DEFINITION OF TERMS	x
ABBREVIATIONS AND ACRONYMS	xi
ABSTRACT	xii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Flexible Working Arrangement	1
1.1.2 Employee Performance	2
1.1.3 Chitungwiza Central Hospital	3
1.2 Statement of the Problem	3
1.3 Objectives of the Study	4
1.3.1 General Objective	4
1.3.2 Specific Objectives	4
1.4 Research Hypotheses	5
1.5 Significance of the Study	5
1.6 Scope of the Study	6
1.7 Limitations of the Study.....	6
1.8 Organization of the study	7
CHAPTER TWO: LITERATURE REVIEW	9
2.1 Theoretical Review	9
2.1.1 Spill Over Theory	9

2.1.2 Self-Determination Theory	10
2.1.3 Vroom's Expectancy Theory	10
2.2 Empirical Review.....	11
2.2.1 Shift Work and Employee Performance	12
2.2.2 Part Time Working and Employee Performance	14
2.2.3 Temporary Contracts and Employee Performance	15
2.2.4 Flexi-Time and Employee Performance	16
2.3 Summary of Literature Review and Research Gaps	17
2.4 Conceptual Framework	22
CHAPTER THREE: RESEARCH METHODOLOGY	25
3.1 Research Design.....	25
3.2 Population of the Study	25
3.3 Sampling Design	26
3.4 Data Collection Instrument	27
3.5 Validity and Reliability of Research Instrument	27
3.5.1 Reliability of Research Instrument	27
3.5.2 Validity of Research Instrument	28
3.6 Data Analysis and Presentation	28
3.7 Ethical Considerations	32
CHAPTER FOUR: DATA ANALYSIS, DISCUSSION AND INTERPRETATION	33
4.1 Respondent Analysis and Discussion	33
4.2 Flexi working Arrangement	40
4.3 Inferential Analysis	49
CHAPTER FIVE: CONCLUSION AND RECOMMENDATION	54
5.1 Summary	54
5.1.1 Work Shift	54
5.1.2 Part time	55

5.1.3 Temporary Contract	55
5.1.4 Flexi Time.....	55
5.2 Conclusion	56
5.3 Recommendation	56
5.3.1 Recommendation on further study	57
REFERENCES	58
APPENDICES	61
Appendix I: Introductory Letter	61
Appendix II: Questionnaires	63

LIST OF TABLES

Table 2.1: Summary of Research Gaps	20
Table 3.1: Target Population.....	26
Table 3.2: Distribution of Sample Size	27
Table 3.3: Operationalization and measurement of variables	30
Table 4.1: Reliability test (SPSS vs. 21)	33
Table 4.2: Age	33
Table 4.3: Gender.....	35
Table 4.4: Working Duration	36
Table 4.5: Academic Qualification	37
Table 4.6: Job Position.....	38
Table 4.7: Terms of Employment	39
Table 4.8: Work shift	40
Table 4.9: Part time	42
Table 4.10: Temporary contract	44
Table 4.11: Flexi time	46
Table 4.12: Employee performance	48
Table 4.13: Coefficient of determinant and correlation (SPSS 21.0)	49
Table 4.14: Work Shift and Performance ANOVA (SPSS 21.0)	50
Table 4.15: Part Time and Performance ANOVA (SPSS 21.0).....	50
Table 4.16: Work Shift and Performance ANOVA (SPSS 21.0)	51
Table 4.17: Flexi Time and Performance ANOVA (SPSS 21.0)	51
Table 4.18: Flexi Arrangement and Performance ANOVA (SPSS 21.0)	51
Table 4.19: Regression model.....	52

LIST OF FIGURES

Figure 2.1: Conceptual Framework	23
Figure 4.1: Age.....	34
Figure 4.2: Pie chart for gender	35
Figure 4.3: Academic level bar chart.....	36
Figure 4.4: Academic Qualification	37
Figure 4.5: Job Position	38
Figure 4.6: Job Position	39

OPERATIONAL DEFINITION OF TERMS

Employee Performance: The favorable expected employee outcomes in terms of productivity, Customer satisfaction, job satisfaction and employee turnover.

Flex Time: Starting and finishing work at provided time which is convenient for the employee.

Flexible Work Arrangement: Working arrangements which allows the employee to be allocated duties according to his/her availability in terms of time and work to be done.

Flexible Working: Refer to shift work, part-time, temporary, contracts and flexi time.

Productivity: Refers to the perceive work effort expected by an employee.

Work Life Balance: It is managing work and family responsibilities without the influence either into work and family responsibilities.

ABBREVIATIONS AND ACRONYMS

CIPD Chartered Institute of Personnel and Development

E.P Employee Performance

FWA Flexible Work Arrangement

J.S Job Satisfaction

OSH Occupational Health and Safety

SPSS Statistical Package for Social Sciences

WB Work Life Balance xii

ABSTRACT

Despite availability of flexible working arrangements in the public hospitals to enhance the productivity of the health care personnel, performance in most public hospitals remains wanting. Furthermore, the extent to which flexible work arrangements relates to employee productivity, customer satisfaction, employee satisfaction and turnover of health personnel and thus performance remain unclear in public hospitals. The purpose of the research project was to carry out research on flexible working patterns on employee performance in Chitungwiza Central hospital in Chitungwiza. The research examined the following objectives; to assess the effects of part time working, to investigate the effects of work shift, to determine the effects of flexi time and to establish the effects of temporary contracts on employee performance. The findings of the study would lead to equipping and improvement of the management of the hospital regarding knowledge and skills on how to come up with flexible working for employee performance. The study was guided by Vroom's Expectancy Theory. The study adopted descriptive research design. The target population was stratified into top management, doctors, clinical officers, nurses and subordinates consisting of 111 employees of Chitungwiza Central Hospital. A sample of 104 staff of Chitungwiza Central hospital was selected using stratified sample techniques and from each strata simple random sampling was used. The data was collected using closed and open ended questionnaire where validity of the research instrument was determined by peer's expert judgment and by researcher's supervisor and piloting. The reliability of the questionnaire was established by Cronbach Alpha formula. The data was analyzed using descriptive statistics with the aid of statistical package of social sciences (SPSS), the results were presented using tables and charts. The finding indicated that flexi working strategies was significant to performance of employees in an organization. It was noted that the performance contributed by flexi working methods were 22.9% while other factors which was not measured was 77.1%. Temporary contract, work shift and part time working were positive significant predictors while flexi time positive but not significant to performance. The study recommended that temporary contract, work shift and part time had positive effect performance hence should be adopted. Further research is required on flexi time and performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Workers demands a contented setting aimed at elevated working. Flexi operating schedules are custom-made corresponding near the category, track and configuration of the association. The suppleness of labor permit workers be pleased and henceforth short employment turnover.

1.1.1 Supple Operational Procedure

Supple operational schedules are truly evolving concerns in (HR). The domain has changed to a worldwide rural community, henceforth workers in an institution equilibrium amongst individual natural life as well as labor accountabilities must not stay overlooked, if the worker presentation is to be attained. Worker presentation remains well-defined as labor correlated job that remains probable on workers then in what way the job was completed. The presentation be able to be calculated once-a-month, three-monthly, semi-annually or per annum to be able to deliver enhancement of recognized section in the industry (Dessler, 2008). Armstrong (2009) supplemented that it is a component of mutually inspiration plus capabilities of the worker. The source reports that it can be upgraded in the course of cautious insertion plus preparation courses together with precise motivation together financial plus non-financial to develop the inclusive presentation of the association.

Supple operational re-counts, toward an establishment's operational procedure in conditions of operational period, operational setting plus configuration of operational (chartered institute of personnel and development). Supple operational schedules similar to supple part time, shift work, packed down labor times plus labor distribution are frequently consumed to aid workers in levelling their private plus labor life (Lim & Teno, 2000) throughout 'main epochs' which is typically immovable or an era amongst the newest allowable initial period plus initial permissible concluding period.

Shift work stands for times of operational, frequently planned to make available day-and-night concealment as a three-shift coordination or occasionally operational as a two-shift coordination

or a 'nightfall shift' which go on starting say, 5 pm to 9 pm. Part-time labor is when an operative's commissioned times are fewer than the normal around the clock periods which can include operational lone amount of times ended every amount of days. A short-term agreement is retaining additional workforce on temporary agreements of fluctuating span (weekly, monthly, and 6-monthly) (Cole, 2002). Flexi period is whereby a highest period operative programmes his/her period so that at the finish of the daytime he/she would partake enclosed the amount of our obligatory of him to shield.

1.1.2 Employee Performance

The presentation of operative in supple operational setting can be broken-down into; Production, consumer gratification, work gratification plus worker staff resignation rate. Efficiency is crucial for the lengthy tenure competitiveness and cost-effectiveness of the institute (Chow & Howe, 2006). Consumer gratification is where the facility (hospital) services surpass the consumer anticipation. The notion of work gratification is demarcated by Spector (1997) as an attitudinal flexible, which signifies the degree to which individuals adore (consummation) or displeasure (frustration) their works. Staff resignation rate is where an operative freely or involuntary by situations to departure a work in an association. These notions were fundamentals were used for growth of worker presentation.

1.1.3 Chitungwiza Central Hospital

A referral hospital is the hospital in which health care providers at lower levels of the health system, who lack the skills, the facilities or both to manage a given clinical condition, seek the assistance of the providers who are better equipped or specially trained to guide them in managing or to take over responsibility for a particular episode of a clinical condition in a patient (Almazrou, Al-shehri & Kao 1990).

Chitungwiza Central Hospital is a wholly Government owned Institution falling under the purview of the Ministry of Health and Child welfare. And is also the referral hospital for Mashonaland East province. Apart from this a number of patients are now coming far as Masvingo, Mashonaland West, Mashonaland Central and even Harare provinces.

CCH provides medical, surgical, maternity service care to the community. It also provides paramedical services such as radiology, laboratory service, rehabilitation services and many more. The institution is also a transit home for abandoned babies. Some of the basic services offered include Anti-Retroviral Therapy, Community-based Integrated Management of Childhood Illnesses, Family Planning, Home Based Care, and in-Patient Department. Hours of operation are 24 Hours from Monday to Sunday with a bed capacity of 600 and 300 staff personnel. Employment flexible work is crucial in hospital setup because of the 24 hours' sensitivity of inpatient. These would allow the nurses and medical personnel to save life even at night. This arrangement need to be formulated by the hospital administration and management.

1.2 Statement of the Problem

The issue is perceived that health establishment in Government hospitals in Zimbabwe is not of the preferred excellence. Numerous have elevated this worry, for instance, Ministers of health throughout the 52nd meeting of the WHO Regional Committee for Africa (WHO 2002) witnessed that efficiency plus service provision in the majority civic hospitals in Africa is underprivileged. In spite of obtainability of supply labor schedules in the public hospitals worker presentation in conditions of client gratification, work gratification plus staff turnover rests deficient.

The stumbling block is still extra in public hospital particularly Central hospitals in Zimbabwe. Efficiency plus work gratification has directed to unceasing industrial action of nurse, doctors and health experts. The health care division has handled many trials. It is well-known in mass media intelligences. Jane, Simon & Amos (2015) distinguished the necessity of flexi labor procedure particularly to work for the expecting mothers plus serious patients at whichever time. Majority of central hospital want workers to be there day and night plus all week henceforward disturbing worker presentation contended by Okemwa, (2016).

Moreover, the degree to which supply labor preparations re-counts to operative efficiency, novelty, worker gratification a staff turnover of health laborers plus as a result presentation continue to be blurred in government hospitals (Wang & Walumbwa, 2007). The research paper explored supply operational preparations on worker presentation in Chitungwiza Central hospital in chitungwiza, Zimbabwe.

1.3 Objectives of the Study were as follows

- i) To scrutinize supply operational preparation on worker presentation in, Chitungwiza Central hospital in chitungwiza, Zimbabwe.

- ii) To inspect the consequence of shift operational schedules on worker presentation in Chitungwiza Central hospital in chitungwiza, Zimbabwe.
- iii) To evaluate the inspirations of part time operational on worker presentation in chitungwiza central hospital.
- iv) To launch the results of brief agreements on worker presentation in Chitungwiza Central Hospital.
- v) To define the inspirations of flexi period on worker presentation in chitungwiza central Hospital.

1.4 Research Hypotheses

The research paper was directed by the subsequent assumptions:

H01: There is insignificant consequence of shift functioning preparations on worker presentation in chitungwiza central l Hospital.

H02: There is insignificant encouragement of freelance functioning on worker presentation in chitungwiza central hospital.

H03: There is insignificant outcome of short-term agreements on worker presentation in chitungwiza central hospital.

H04: There is insignificant stimulus of flexi-time on worker presentation in chitungwiza central Hospital.

1.5 Significance of the Study

This research was of much importance to the following: -

Chitungwiza central hospital obtains this study as an instrument to enable lithe functioning administrative presentation by means of the commendations as of the scholar's work.

Correspondingly it aid to increase improved accord of supple functioning so as to progress on the exercise plus attain administrative objectives. The report provides plus progresses the scholar on obtaining information plus expertise on just how to derive at supple operational on worker presentation operational methods.

This is of great significance to the divisions who undeviating relationship to the chitungwiza central hospital in such a manner that administration link is far well-organized.

1.6 Assumptions

The researcher was influenced by the following assumptions:

- The relevant authorities were co-operative and supportive in disclosing the relevant information.
- All respondents responded, participated and answered questions truthfully.
- All questionnaires were returned to the researcher.
- The sample population was the representative of the whole population.

1.7 Scope of the Study

The paper was carry out at chitungwiza central hospital-chitungwiza in 2021.CCH is one of the largest hospital plus with great quantity of workers. The findings included work shifts, free-lance, short-term treaties, flexi time, efficiency, consumer gratification, plus work consummation plus worker hiring and firing rate. The focus populace was from the upper administration, doctors, clinical officers, nurses plus juniors which were carefully chosen haphazardly. The study implemented descriptive research design. The information was gathered by handing out closed and open ended questionnaire based on five Likert scales with a stated maximum period to be occupied. The study was done within February to April 2021, where data were gathered from end to end of chitungwiza central Hospital. This permitted modest period for facts gathering, examination plus argument.

1.8 delimitations of the Study

The review restricted itself to only chitungwiza central hospital. For more decisive article, all central hospitals in the republic must be investigated. The review processed the opinions of all interested parties in health subdivision for the reason that this would be require considerable period plus wealth. The investigation was devoted to the topmost administration crew, clinical offices, nurse and lower employees in the hospital because of their convenience. The restriction of data was undertaken over good test group method, making sure dependability plus feasibility of the facts gathered.

1.9 Limitations of the study

The scholar had a sum of limitations undertaking out this research. One of the confines was that of little rejoinder amount. Staffs who was on annual, paternity leave and maternal leave are in accessible for the study as they were not in their place of work and was not therefore used for the research study. Some of the respondents who may be having vital source of information were not willing to disclose which could make this study successful. More data could have been collected through interviewing employees, but the management of the organization was not willing to let their employees to be interviewed. The researcher ensured that the questionnaire would accomplish all the objective of the research through validation and reliability tests. Randomization in sampling ensured a well representation of the ideology of different respondent.

1.10 DEFINITION OF TERMS

Employee Performance The promising probable worker results in terms of production, Client gratification, work consummation plus worker hiring and firing rate.

Flex Time Initial plus final labor at delivered period which is suitable for the worker.

Supple Labor Agreement Operational preparations which permits the worker to be assigned obligations corresponding to their accessibility in terms of period plus labor to be completed.

Flexible Working Refer to shift work, part-time, temporary, contracts and flexi time.

Productivity States that supposed labor energy predictable by a worker.

Employment Life Equilibrium It is management of labor plus personal accountabilities short of the inspiration both into labor plus personal accountabilities.

Abbreviations and acronyms

E.P Employee Performance

FWA flexible working arrangement

J.S Job satisfaction

OSH Occupational health and safety

WB Work life Balance

CCH chitungwiza central hospital

1.11 Organization of the study

Chapter one provide the study with the background information, problems, aims, significance and scope of the study. Chapter two provides literature from scholars that are crucial to the study. The literature comprises of theoretical review which are concepts and postulate that has been create to explain flexi work arrangement and employee performance. It also has empirical review of other literature related with the study area. It also assess the gaps in the theories and empirical review of other studies. This then develop the conceptual framework based. Chapter three contains research design, population of the study, sample size, data collection data analysis. The methodology provides the framework of how the research is going to be conducted. Chapter four is the result summaries and interpretation. Lastly chapter five then gave the conclusion and recommendation for the study as well as the recommendation for further studies.

1.12 Chapter Summary

This chapter covered the background of the study, the purpose of the study and the objectives which the researcher sought to achieve. The chapter also outlined the assumptions inherent in the research, limitations and delimitation of the study, definition of terms, explanations of abbreviations and organisation of the study. The next chapter deals with the theoretical and conceptual framework of flexi working arrangements, employee performance and the integral aspects of the related literature.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The previous chapter covered the introduction, background of the study, statement of the problem, purpose of the study, research objectives and research questions, significance of the study, assumptions, delimitations, limitations and definition of key terms. This chapter explores both the theoretical and empirical literature relating to work flexibility and its link to performance-based results. The chapter also covered scholarly articles and journals which are relevant to the area of the study, hence highlighting unfilled gaps. The chapter gives a summary of what literature portrays concerning work flexibility.

2.1 Theoretical Review

According to Brathwaite (2003) he disputed that theatrical context is a requirement to a researcher where two or 3 philosophies are in selection to match the heading of the article. The analysis employed 3 related models: Spill over theory, Self-determination theory and Vrooms Expectancy theory.

2.1.1 Spill over Theory

Spill over theory was hypothesized in 1979 by Piotrkowski. The philosophy truly debates that employment plus personal life. The writer supported that work linked issues plus personal linked issues must be in balance for workers to be useful, creates consumer gratification, have work gratification plus governing their worker hiring and firing rate. The hypothesis was to govern job correlated tension or personal life link tension to avoid spillage upon job or personal life (Greenhaus & Beutell, 2010).

Greenhaus and Beutell (2010) reinforced the model plus in point furthered various supplementary issues which decide worker presentation they expressed on the subject of way of behaving, tension plus sentiments plus alleged that job life equilibrium is essential nevertheless advanced concerns must be organized. This implies that societal disproportion distresses the job competence plus usefulness of a single worker.

The philosophy is vital to the analysis for the reason that it speaks of the matter of job life equilibrium which is specified by supply operational configurations. The applicability of the model was built on work gratification.

2.1.2 Self-Determination Theory

Self-determination theory was expounded by Ryan and Deci in 2000. Self-determination theory conveys the matter of sovereign inspiration. Intended purpose creates workers desire short-term deals as an arrangement of lithe operational as it gets improved production, different thoughts (novelties) which in a lengthy course produces work gratification to the workers. De Cuyper and De Witte (2010) asserted that personal inspiration philosophy can be classified into: sovereign which re-counts to relations such as personal, organized intentions such as influence plus helpful which re-counts to attaining explicit objectives.

They added that for production, well-ordered worker hiring and firing rate, work gratification plus consumers' gratification workers must stay inspired over matters similar to lithe operational schedules. This model is imperative to the research because a short term agreement is one method of engagement which essentially aids in defining worker presentation at any institution.

2.1.3 Vroom's Expectancy Theory

Vroom's expectancy theory was elaborated by Vroom in 1964. Rendering this researcher, lithe operational schedules is essential as it aids in defining the worker presentation. This model truly embarks three notions; valence notion proclaims that operative presentation might be reinforced via payments, novelties plus little worker hiring and firing rate, the next notion is anticipation where worker will be inspired by obtaining the capability, work fulfilment, purchaser consummation which heightens worker output plus results in improved worker presentation. The preceding code is the instrumentality notion where worker is compensated by being inventive, creative plus improved worker hiring and firing rate which harvest work consummation to the workers hereafter improved presentation.

Nyberg (2010) reinforced this philosophy plus underlined that when worker is exposed to supply operational circumstances the worker hiring and firing rate will be well-ordered, output of the person will be improved consequently worker will convert to be inventive in the extended run entirely produce work gratification to the workers henceforth defining operative presentation.

This concept is imperative to the review as for operative presentation to comprehend inspiring issue must be taken on plus this is truly by the usage of supple operational forms.

From now it is vivid that the vroom's expectancy philosophy is appropriate to the investigation for the reason that it taken out the self-determining variables that's is free-lance operational, work shift, short-term agreements plus flexi period which owners anticipate workers to improved output, bring novelty worker hiring and firing rate henceforth work gratification as entirely the variables was encapsulated by this philosophy thus it creates basis of the investigation. The three philosophies deliberated deliver an anchor for the contemporary investigation by bearing in mind the results of lithe operational on worker presentation.

2.2 Empirical Review

Findings around the globe shows that together civic plus secluded administrations are applying work-life equilibrium plans, amongst them supple job procedure, to lessen on the undesirable results of work-life one-sidedness plus henceforth tap on the related remunerations which consist of nevertheless not restricted to improved production, improved worker self-esteem, amplified consumer amenity, improved worker vow, plus lessened absence (Hughes, 2007; Todd, 2004).

2.2.1 Shift Work and Employee Performance

According to Cole (2002) shift – employment is making use of more hours throughout a 24-hour rotation by integration more than one; operational day' for example 3 blocks of 8 hours, 2 blocks of 8 hours, 2 blocks of 12 hours or particular other alternative benefit of shift-work is that it can deliver 24 hour cover it is necessary. It permits extra hours to be operated than the classically day job scheme. It happens after the certified operational times (8.30 a.m-5p.m) day. Might be in a shape of night-time, evening, early morning plus rotational shifts

This kind of lithe job preference is really considered so that the facilities in the hospital are delivered 24/7 so as to make sure urgent situation matters is sort. It is certainly recurrently implemented in healthcare where doctors exercise but usually used by nurses because they symbolize a huge percentage in the healthcare. Rendering to International Labor Organization (ILO) operating in shifts aids the workers to replace one another at the place of work so that the institution can work extended hours of work of an individual employee at unlike day plus night hours. Shift plan is important

exercise as it aids in decreasing mishaps, exhaustion which in a long run production in the association will be recognized.

Jane, Simon and Amos (2015) in their findings on the Result of suppleness in job schedules programmes on work gratification of nurses in public hospitals in Nakuru county, Kenya proved that public hospitals in Nakuru town, Nakuru County discharged expecting or breastfeeding nurses from night-shifts; that the presence of 12hour work-shifts for nurses permit them to be present to their individual matters devoid of tension plus that night-offs set to the nurses after night-duty permit them to relief stress plus be present to personal accountabilities effortlessly. Next, the research paper proven that suppleness in job schedules utilized by public hospitals in Nakuru town had a robust result on interactive feature, reasonable result on intellectual feature and frail outcome on sentimental feature of work gratification of nurses. Overall, the consequences publicized that there is a statistically important optimistic link amongst suppleness in labor schedules plus work consummation of nurses showed by resilient affirmative relationship of 56.5%. This approves a study done by Heejung (2007), which observed supple job schedules as a commercial imperative to attain tactical significances such as greater worker production, work gratification, plus lesser absence. This study stated an affirmative link stuck between job period liveness and work gratification of workers. Therefore appliance of supple job schedules programmes at the work place increases work consummation of workers.

Consumer fulfilment is where the facility (hospital) service area exceed the customer expectancy. Supple occupation make available fresh consciousness plus ground-breaking ideas into an association. The idea of work gratification is devoted to as an attitudinal variable, which deduce is one likes or dislike their task given (Spector, 1997). It look like Locke, (1976), who cited it as pleasurable or optimistic communicative shape resulting from the assessment of one's job or expenses. The pointers of deficiency of work consummation take account of high worker hiring and firing rate, underprivileged presentation, absence, amplified grievances plus misfortunes.

Staff turnover is where worker freely or involuntary by situations to depart a career in an association. Nel, Werner, Haasbroek, Poisat, Sono and Schultz (2008) define turnover as the movement of workers in and out of the limitations of the association. According to Mayhew (2014) as mentioned in Demand Media, when workers are deficiency the exercise essential to come to be more useful, their presentation endures plus they will both depart off their own wish for works that deliver teaching plus worker backing for example lithe functioning in the health care.

2.2.2 Part Time Working and Employee Performance

According to Cole (2002) element-time paintings is using humans for some hours every week (as much as 21 hours) normally on regular/everlasting basis. Part-time running is tremendous to employers in that it's far specifically beneficial for assembly want for "bursts" of labor hobby as an instance in hospitals wherein there's scarcity of clinical personnel. It additionally applies in shelf-filling in a supermarket. Part time paintings has turn out to be an critical shape of employment in that humans now combines training and additionally elevating own circle of relatives. This component-time additionally been used to operational flexibility which in flip brings higher worker performance. Household Income and Labor Dynamics in Australia (HILDA) survey indicated that component time people have better degree of delight with their paintings hours and versatility than complete time employees and similarly happy with their pay. This kind of bendy running choice makes worker have practicable workload, brings approximately much less paintings-own circle of relatives conflicts and additionally draws nicely certified personnel consequently the productiveness stage of personnel will move up consequently higher performance

Muchiti and Gachunga (2015) in his name Influence of labor existence stability on worker productiveness in Kenya; Milimani regulation courts Nairobi from their take a look at found out that bendy operating schedules encouraged undoubtedly worker productiveness at judiciary. The take a look at determined out that it prompted worker productiveness at judiciary to a tremendous extent. The look at additionally mounted that respondents agreed technological sources that permit flex time, element time and timework stimulated worker productiveness at judiciary. The variable became statistically good sized on the 0.05 stage of importance and affect turned into of brilliant energy on worker productiveness at judiciary.

2.2.3 Temporary Contracts and Employee Performance

Temporary contracts are difficult to decide considering the fact that its assessment is primarily based totally at the process to be done. There now no longer been clean view at the blessings or price connected to the transient employment. This has created divided view primarily based totally on loss of dedication, insecurity, expensive, low esteem, excessive absenteeism and coffee overall performance (Armstrong, 2009). Though it is able to be taken into consideration as a manner to assess the worker for in addition attention making supervisor now no longer make the incorrect pick in addition to utilized in task fluctuating industries to adjust stability or fulfill an activity assignment.

Dessler (2008) introduced that it could be efficient and less expensive in recruiting and training, even though the general fee is extra through 20% to 50% compared to a few who's everlasting worker. Innovation is direction dependent, as an example the brand new techniques or merchandise are depending on the organizational culture, social surroundings and amassed preceding knowledge. Grant (1991) assumes consequently that organizational competencies are inexhaustible on short-run transient or part-time contracts for instance stimulus initiatives which turned into devised through the government. When the ability to hourly workers, place of work productiveness can be improved, while personnel paintings in shifts they may be much less distracted, show off a higher mind-set and overall performance higher at the activity. When personnel are happy, excited and lively approximately their paintings they may be capable of produce extra and this greater overall performance. Employees who had been project place of work flexibility practices had been capable of paintings longer hours earlier than experiencing terrible effect on their paintings-own circle of relatives stability. Control over time, flexibility and tempo of labor is critical in predicting wonderful ranges of dedication and productiveness for all personnel.

2.2.4 Flexi-Time and Employee Performance

According to Cole (2002), Flexi time allow worker to differ their running hours inside agreed parameters and furnished they attend at some point of a “core” time it has a few capability advantages for instance, it offers worker extra manage over scheduling private duties on both stop of the paintings day. Arguments for a high-quality courting among bendy employment contracts and innovation also can be found. Following the procedures of Matusik and Hill (1998), now no longer always handiest inner sources are used for innovation. Instead, innovation relies upon lots greater at the powerful usage of generation and knowledge, even past inner capacities may be visible as complementary innovation enter factors. Especially with inside the instances of open supply projects, the usage of outside assets is crucial. Okemwa (2016) researched on courting among bendy operating association and dedication of nurses in public hospitals in Kenya agreed with Powers (2004 mentioned in Muchiti and Gachunga, 2015) who observes that personnel with more manage over paintings schedules are much more likely to reveal elevated engagement, dedication, retention and activity satisfaction. Hill, Hawkins, Ferris and Weitzman (2010) argues that bendy paintings preparations allow personnel to control their paintings and own circle of relatives obligations

harmoniously. Hill, Hawkins, Ferris and Weitzman (2010) view is supported with the aid of using Dalcos and Daley (2009) who found out that bendy paintings association including flex time permits personnel to select when, in which and for the way lengthy they have interaction in paintings-associated tasks, for that reason beautify engagement. Williams (2000), Chow and Howe's, (2006) discovered that paintings preparations wherein personnel' participation is included indicates better ranges of concentration, and overall performance. It is consequently glaring that bendy paintings association could be very full-size in improving personnel' dedication, excellent provider shipping with inside the public hospitals and accordingly purchaser satisfaction. According to investigate which include the European Foundation, (2007) bendy paintings preparations are regarded as an enterprise vital to stick strategic precedence inclusive of better company productiveness, activity satisfaction, innovation and decrease absenteeism. Furthermore, James, Breagh and Kathleen, (2008) of their studies tested the relation among using own circle of relatives-pleasant employment practices (flexi time, part –time, shift paintings, bendy operating hours and own circle of relatives leaves) and paintings own circle of relatives war. The findings of the look at recommended that employers which are worried approximately paintings own circle of relatives warfare might be smart to provide own circle of relatives pleasant practices especially. Flexible running hours and supervision to support. Flexible running commonly makes employees to be efficient consequently excessive overall performance to the worker. Employees who're located on bendy software could be happier at paintings and much less vulnerable to burnout and pressure than personnel on constant task consequently productiveness is realized. Productivity is critical for the in longer term competitiveness and profitability of the organization (Chow and Howe's, 2006).

2.3 Summary of Literature Review and Research Gaps

In evaluation of the theories spill over concept is issue with stability of labor with non-public lifestyles. This assist the bendy paintings nevertheless however does now no longer set the boundary at the quantity of the stability of labor with own circle of relative's lifestyles. The spill over concept concentrates on the scale of labor, pressure in paintings and different paintings relate fatigue may be exceeded on own circle of relatives lifestyles or the opposite manner round. This isn't always the means that flexi times is method to the stability. There are different elements that may justify spill over concept. Spill over concept helps flexi-paintings, shift paintings, element-time paintings association does now no longer guide transient agreement paintings association because it most effective help the organization as opposed to the worker. Self-determinant concept is primarily based

totally on motivation elements. This may be partially relevant to the bendy running sample primarily based totally at the truth that the riding pressure is motivation. If the bendy paintings association does now no longer encourage the worker are probably to underperform. The layout of which paintings association will have motivating and others demotivating. In the goal flexi paintings can paintings as motivating issue because the association is on the mercy of the worker however element-time, transient agreement and shift-paintings can someday be demotivating. Vroom's expectancy idea is primarily based totally on motivation elements like rewards, innovation and different elements. This may be produce nice or bad overall performance at the bendy paintings set up. There is delink among the concept and the flexi paintings association primarily based totally at the reality that it focusses on motivation instead of the overall performance issue at the worker. Just like expectancy idea concentrates on motivation instead of bendy operating association until there's a motivating elements out of the paintings association. Hence there's want hole in all of the theories wherein it focuses simplest on unique goal or unique idea leaving the flexi paintings set up and overall performance now no longer absolutely supported. There numerous students who've focused their research on paintings shift and component time running association. Less studies has been carried out brief and flexi-paintings. This is due to the fact maximum of the enterprise decide upon everlasting to transient contracts. Flexi-paintings is hardly ever used due to call for on tracking and want to keep schedule. The precise of empirical gaps of the literature in bendy running association and worker overall performance is carried out with inside the desk below

Table 2.1: summary of research gaps

scholar	subject	Results	Breaches	Emphasis on the present report
Muchiti and Gashunga (2015).	Inspiration of job life equilibrium on operative production in; Milimani law courts Nairobi.	Their report reviewed that supple operational programmes motivated affirmatively worker	The study focused on employee productivity using.	The current study focused on employee performance.

		efficiency at courts.		
Jane , Simon and Amos (2015)	Consequence of suppleness in job schedules agendas in job gratification of nurses in public hospitals in Nakuru Country ,Kenya	Proven that civic hospitals in Nakuru town, Nakuru C country relieved expecting or breastfeeding nurses from night-shifts ; that the existence of half –day work –shifts for nurses enable them to attend to their personal issues without stress and that nights-offs given to the nurses after night-duty enable them to release stress attend to family	The study focused on job satisfaction of nurses but not on employee turnover using .Which is focused on the current research.	The current study focused on employee turnover. It based on the output of the employee rather than the satisfaction of the employee.
Okenwa(2016)	Affiliation amongst lithe functioning preparation and devotion of nurses in	Found that employees with greater control over work	The research focused on the devotion of nurse rather	The current study focused employee performance in

	public hospitals in Kenya on	schedules are more likely to show increased engagement, commitment, retention and job satisfaction.	than employee presentation.	terms of productivity.
Rajan	Impact on nurses turnover on organizational performance TamiInadus, India	Study has found that increased cost of recruitment, impaired service and morale are the effect of turnover in the organization.	The research was on employee turnover on organizational performance .It was done in India.	The current study focused on flexible working arrangements and employee Performance in Zimbabwe.
Anne Marie Hufferberger(2011)	Factors affecting job satisfaction of register nurses working in the united states.	Personal satisfaction scores are positively correlated with global satisfaction scores as are satisfaction with workload scores.	The study did not investigate on flexible working on employee performance in terms of customer satisfaction.	Research was carried out on flexible working on employee performance in terms of customers satisfaction

2.4 Conceptual Framework

A conceptual framework allows simplify the proposed dating among the variable with inside the have a look at and display the identical graphically or diagrammatically (Mugenda, 2003). It offers the researcher's personal opinion at the trouble and offers route to the have a look at and indicates the relationships of the one of a kind constructs that the researcher plans to examine. The conceptual framework as proven in parent 2.1 beneath is a precise of the connection among variables so one can manual the observe. Flexible working (impartial variable) is supposed to have an effect on the structured variable that is worker performance.

Independent variable

Flexible working

Shift work

- Worker dedication
- lessened nonattendance

Free-lance

- Stress
- Sovereignty
- Fewer safe

Short-term agreements

- Talent attraction
- Work safety

Flexi time

- Deliver specialized service provision
- Job family equilibrium

Dependable Variable

Employee Performance

- 1.productivity
- 2.job satisfaction
- 3.customer satisfaction

Fig 2.1

Source: scholar (2020)

Fig 2.1

Flexible running is a completely essential phenomenon wherein a worker balances among his/her non-public hobby and the paintings. The maximum important a part of its miles that as long as the worker covers what he/she is predicted at some point of the day. diverse bendy operating alternatives for example; part-time, wherein an worker is hired for some hours every week much less than preferred full-time hours as an instance in an medical institution the clinical employees may be hired to ease the backlog of labor occasioned via way of means of scarcity of the employees this can decide productiveness of the worker as a result improves performance. We additionally have paintings shift in which personnel arranges themselves in set of durations of running as an instance the primary set works from 6A.M to 1200Noon and the subsequent set works from 12 midday to six P.M as long as 24hours is covered. Work shift is crucial because it brings worker's process satisfaction. Flexi time is any other bendy running choice that is wherein personnel pick out when, in which and for a way lengthy to carry out the paintings associated tasks. So lengthy because it covers the specified center hours in a running day, this may decide worker turnover with inside the business enterprise for this reason advanced worker performance. The ultimate bendy running alternative we're going to talk about on this examine is brief contracts certainly that is in which an worker is hired in brief time period contracts for example in a weekly basis, month-to-month or maybe 6 month-to-month. This form of paintings flexibility truly brings innovation because of powerful usage of understanding through the personnel subsequently yields consumer satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter will focus on the methodology used to collect data for the research. It will discuss the various aspects of the research methodology, namely research design, subjects of research, research instruments and their merits and demerits, validity and reliability, data collection procedures, presentation and analysis.

3.1 Research Design

Research layout spurn the methods and technique used as a way to achieve the preferred records. Adams, Khan, Raeside and White (2007) argued that the studies layout gives a blueprint or a grasp plan of studies because it fulfills the cause and take a look at the hypothesis. It publications the technique of amassing and reading information. The studies used descriptive studies layout. A descriptive studies layout have a look at became taken into consideration primarily based totally at the cappotential to explain the functions of a selected individual, or of an organization. There is manage of variables on this layout, the researcher has to file the occasions or statistics as it's far collected (Kothari, 2008).

3.2.0 Research subjects

3.2.1 Population of the Study

Mugenda and Mugenda (2003) argued that a populace is organization of elements, humans or extraordinary with a few not unusual place characteristics. According to Kombo and Tromp, (2006) claimed that a goal populace is a populace wherein facts are retrieved from. This populace enables in figuring out whether or not sampled instances are eligible or ineligible for the look at. According to the pay sheet (2020) of chitungwiza principal medical institution there are 2000 personnel throughout all departments. This bureaucracy the goal populace. The goal populace can be pinnacle management, doctors, medical officers, nurses and subordinate staff. Below is a goal populace.

Table 3.1: target population

DEPARTMENT	POPULATION(N)
Top Management	12
Doctors	17
Clinical officers	23
Nurses	46
Junior staff	13
Total	111

Sources: Chitungwiza central Hospital Human Resources Records of 2020

3.3 Sampling Design

Adams, Khan, Raeside and White, (2007) referred pattern body as a listing of factors representing the whole populace from which the pattern can be drawn. The paper carries of personnel decided on from Chitungwiza Central hospital. Stratified random sampling turned into used to choose 111 Staff of chitungwiza important hospital.

3.3.1 Stratified Random Sampling

A volunteer randomly picked a card which changed into be used to perceive the worker this allowed every player to have an same and impartial danger of being decided on and one member can't have an effect on the entire populace. The weak spot turned into that the populace turned into in a periodic order. According to Mugenda and Mugenda (2003), a pattern is phase of the complete populace from which factors are picked. According to Yamane (1973), the subsequent system turned into used to calculate the pattern size.

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = the desired sample size

N = the estimate of the population size

e = Desire accuracy at .050 level.

Department ($n=N/(1+N(e)^2)$)	population	size
Top management	12	12
Doctors	17	16
Clinical officers	23	22
Nurses	46	41
Subordinate staff	13	13
Total	111	104

Source: Researcher (2016)

3.4 Data Collection Instruments

The examine applied number one have a look at, wherein questionnaires have been organized via way of means of the researcher to acquire the data. Mugenda (2003) argues that questionnaires have been less expensive to manage in a big population, its much less subjective, the respondent has greater time to reply and handy for the unreachable respondent. The questionnaire contained questions in a five- factor Likert scale. The questionnaires might be produced from each open and closed ended questions and it became administered through” drop and choose later technique” wherein the questionnaire changed into hand brought to the respondents and gathered after 3 days.

3.4.1 Questionnaires

Gall et al (1996), outline a questionnaire as a report that asks the equal inquiries to all of the individuals inside the population. The most important cause of a questionnaire is to explore for facts that lies deep in the minds of respondents. A questionnaire turned into utilized, as it had many deserves that are mentioned below.

Advantages

- It became price powerful in comparison to head to head interviews. It became very powerful for big pattern sizes.
- It turned into much less intrusive than phone or head to head interviews.
- Data turned into smooth to research and tabulate for the duration of the restrained timescale.
- It has a tendency to be impersonal and individuals can deliver sincere answers.

Disadvantages

- There changed into loss of touch on feedback.
- Respondents' price turned into low.
- It turned into appropriate for illiterates.
- There became absence of gestures and different visible clues which affected the reaction from respondents specifically on touchy troubles of private wellbeing.
- Structuring of the questions affected the reaction.

Solutions to the disadvantages

In order to triumph over the restrictions recognized above the researcher took the subsequent measures:

- Made follow-ups and reminders to growth reaction price.
- Used more area at the questionnaire to permit for extra statistics which includes comments and comments.
- Used easy and uncomplicated questions that could without problems be understood.

3.4.2 Interview Guilds

An interview turned into used to acquire records on this have a look at. Mulusa (1990) asserts that an interview is a communicate wherein the interviewer solicits facts from the interviewee. Borg (1996) described an interview as a method which includes oral questions through an interviewer and oral reaction through the interviewee. In this examine targeted interviewing became used to acquire statistics. Face to stand interviews had been carried out especially with pinnacle control and line managers.

Advantages

- It became bendy and allowed for rationalization of misunderstood problems thru deeper probing.
- Visual aids, together with nods and smiles have been a resource statistics gathering. Prompt responses have been elicited.

Disadvantages

- It turned into time consuming.
- Respondents felt uneasy approximately the anonymity in their responses and in the end deliver incorrect facts.

Solution to the disadvantage

- Explanation of the cause of the look at and emphasizing the significance of confidentiality.

3.4.3 Documents (Secondary Data)

Secondary information become used to decorate studies reliability and validity. The researcher used facts from enterprise newsletters, strategic plans and monetary reviews to be able to have an in-intensity knowledge of the studies problem.

Advantages

- Data series turned into rapid and stored loads of time.
- Data become in its unique form.

Disadvantages

- Data might not cowl the supposed vicinity of observe.

Solution to the disadvantage

- The researcher used triangulation.

3.5 Validity and Reliability of Research Instrument

The phase check each reliability and validity of the studies device that become used.

3.5.1 Reliability of Research Instrument

Creswell (2009) defines reliability as a diploma to which a studies tool yields consistent effects or information after repetitive trials. Reliability in studies is inspired via way of means of random blunders. As random blunders will increase reliability decreases and vice versa. Unreliability of statistics really happens while the coding of the have a look at isn't always correct additionally the difficulty of each interviewer and interviewee fatigue and bias may also motive reliability mistakes. In order to check reliability of the gadgets a reliability coefficient computed. This installed the quantity to which the questionnaires are in role to elicit the identical responses each time it's far administered. A Cronbach's Alpha coefficient of 0.7 is taken into consideration dependable for the have a look at (Paton, 2001). The take a look at had cronbach's Alpha coefficient of 0.seventy seven which turned into received the usage of Statistical Package for Social Science (SPSS).

3.5.2 Validity of Research Instrument

According to Mugenda (2003) validity is the diploma to which ends up received from the evaluation of the facts genuinely constitute the phenomenon beneath the observe. Validity, therefore, has to do with how as it should be the records acquired with inside the observe represents the variables of the look at. Content validity changed into decided through supervisors, friends and specialists who tested the devices with a purpose to compare the suitability of the objects and to discover its relevance to the variables and goals of the observe. Experts' feedback helped in revising and development of the tool. Face validity turned into additionally examined thru the passing to investigate professional and supervisors for steerage at the tool.

3.5.3. Data Collection Procedures

Permission turned into sought from the HR Manager to perform the studies and an introductory letter followed the questionnaires which had been hand added to the chosen respondents. More so, reminders have been dispatched to the respondents of the date of submission and the questionnaires have been accumulated after seven days. In order to boom the reaction rate, follow-up calls have

been additionally made that allows you to remind the interviewees of the date, venue and time of the interviews.

3.6 Data Analysis and Presentation

Data evaluation concerned facts coding, information punching and information evaluation (Gatara, 2010). Before evaluation, the information accumulated became checked for completeness and consistency; Data evaluation can be completed the use of each qualitative and quantitative approaches. Descriptive Data could be analyzed the usage of descriptive information mean, and widespread deviation and inferential information the usage of more than one linear regression evaluation. The laptop software package deal for social sciences, SPSS (Statistical Package for Social

Sciences) was used to aid in the analysis. The multiple linear regression model for the study was:

$$Y = 1.566 + 0.183X_1 + 0.173X_2 + 0.232X_3 - 0.011X_4 + \varepsilon$$

Where;

Y = employee performance

X₁ = shift work

X₂ = part time working

X₃ = Temporary contracts

X₄ = Flexi time

Table 3.3: Operationalization and measurement of variables

Variable	Types of variable	Pointers	Quantification of variables	Amount	
Flexible working arrangement	Independent	Shift work - Worker commitment - absenteeism	Worker obligation in terms of time in hours operated. Total effort used by worker to achieve organization success	Rating scale from 1-5 Nominal scale	

			Amount of hour's execution out his tasks. Number of days an employee attends work.		
		Part time • Anxiety • Sovereignty • Job pressure	Numeral grievances received from worker linked stress. Numeral of responsibilities a worker performs in an agreed time. Amount of work load set aside for an employee to complete.	Rating scale from 1-5 Nominal scale	
		Short-term agreements • Information plus expertise luring • Worker position	Numeral of workers arriving at the institution at a stipulated time. Numeral of workers leaving the institution at stipulated time. Numeral times a worker is able to complete the task in a stipulated time.	Rating scale from 1-5 Nominal scale	

		Flex time • Specialized service provision • Competence • Occupational family struggles	The numerous workers in the association in a given time. The amount of customers response The quantity of cases stated by workers linked to family struggles. The amount of intelligences of deaths in the facility	Rating scale from 1-5 Nominal scale	
Employee performance	Dependent	Production	Amount of definite patients equated	Rating scale from 1-5 Nominal scale	
		Consumer gratification	Quantity of client care staff in the institution.	Rating scale from 1-5 Nominal scale	
		Work gratification	Numerous days a worker attends work	Rating scale from 1-5 Nominal scale	
		Worker hiring and firing rate	Amount of workers incoming plus departing the institute period.	Rating scale from 1-5 Nominal scale	

Source: author (2017)

3.7 Ethical Considerations

The following moral concerns had been taken account at some stage in the take a look at; the studies changed into legal through graduate school, National Commission for Science Technology and

Innovation (NACOSTI), County ministry of schooling and County Commissioner. Hence making sure that everyone situations are in the set requirements of carrying out studies without affecting all and sundry or organization. Informed consent from the members with inside the examine turned into important in order to benefit agree with and self-belief with inside the targets of the look at which became simply of instructional nature renovation and statement of confidentiality turned into critical mainly for individuals who desired nameless for both respectable or private motives for worry of reprisals or other.

3.8 Summary

This bankruptcy handled the studies technique used with inside the take a look at. Accordingly troubles which includes populace and sample, studies instruments, facts series and reliability approaches have been explained. The subsequent bankruptcy will cope with statistics presentation, evaluation and interpretation.

CHAPTER IV

DATA PRESENTATION, INTERPRETATION AND DISCUSSION

4.0 Introduction

The previous chapter focused on the research methodology. The present chapter focuses on presentation, analysis and discussion of research findings. Data was presented using tables, bar graphs and pie charts.

4.1 Respondent Analysis and Discussion

The scholar confirmed the dependability of the responded questionnaire and found out the following results.

Table 4.1 Reliability Test (spss vs21)

variable	Cronbach,s alpha	Number of questions
Shift work	0.781	5%
Part time work arrangements	0.824	5
Temporary contracts	0.766	5
Flexi time	0.801	5
performance	0.802	5

Sources: Reaserch data 2020

The investigation was recognized to be dependable as all questionnaire passed the suggested cronbach's alpha threshold of 0.7(Patton, 2002)

The respondents were 99(95.2%)of the total respondent . it showed a high respondent rate as compared with punch (2005) who commented that the response rate should be over 80%of the total respondents.

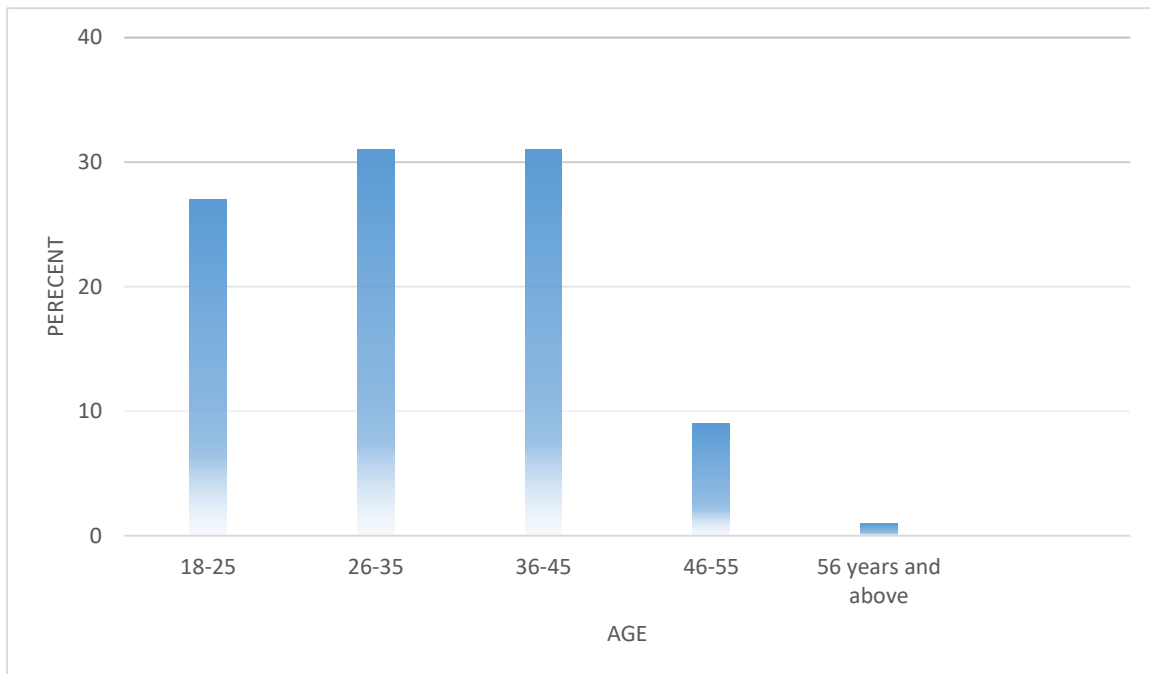
Table 4.2: Age

	Frequency	percent
18-25 years	27	27.3
25-25 years	31	31.3

36-45 years	31	31.3
46-55 years	9	9.1
56 years and above	1	1.0
Total	99	100.0

Source: Research Data 2020

The age of the respondents that was collected indicated that about 27(27.3%) were 18-25 years ,31(31.3%) 36-45 years ,9(9.1%)46-55 years and 1(1.0%)were over 56 years .the finding indicated the largest number of employees come from age bracket of 26 -45 years .this is the midlife age of most of the employees .younger generation on white colour jobs are more than those that are older generation .the largest set of respondents were of age between 26-35 years and 36-45years .



Source: survey data 2020

The age of the respondent increase from age of 18 years and reach its peak at the age of 35 years then drop in the later part of human life .the least number of respondent were those who were over 56years .this is because most of the age bracket have gone to retirement

Table 4.3 Gender

	Frequency	Percent
Male	51	51.5
Female	48	48.5
Total	99	100.0

Source: Research Data 2020

Males were 51(51.5%) of the total respondent and 48(48.5%) female .the gap between female and male is not that significance difference

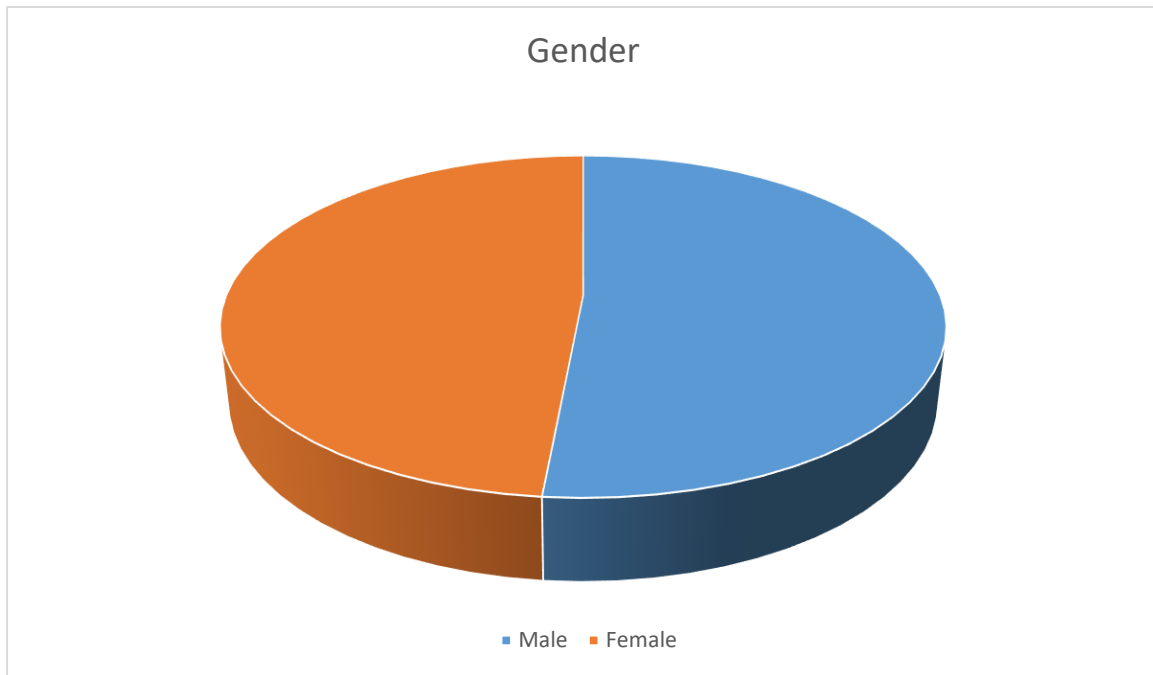


Figure4.2: Pie Chart for Gender

The pie chart (figure4.2) showed equality in gender representation

Table 4.4: Working Duration

	Frequency	Percent
1-5 years	51	51.5
6-10 years	26	26.3
11-15 years	8	8.1
16-20 years	9	9.1
21years and above	5	5.1
Total	99	100.0

Sauce: Research Data 2020

Job turnover was very high as indicated by 51(51.5%) respondent were 1-5 years and 6-10 years who have worked within 6-10 years .Eleven years and above are few than 0-11 years indicating higher job turnover .

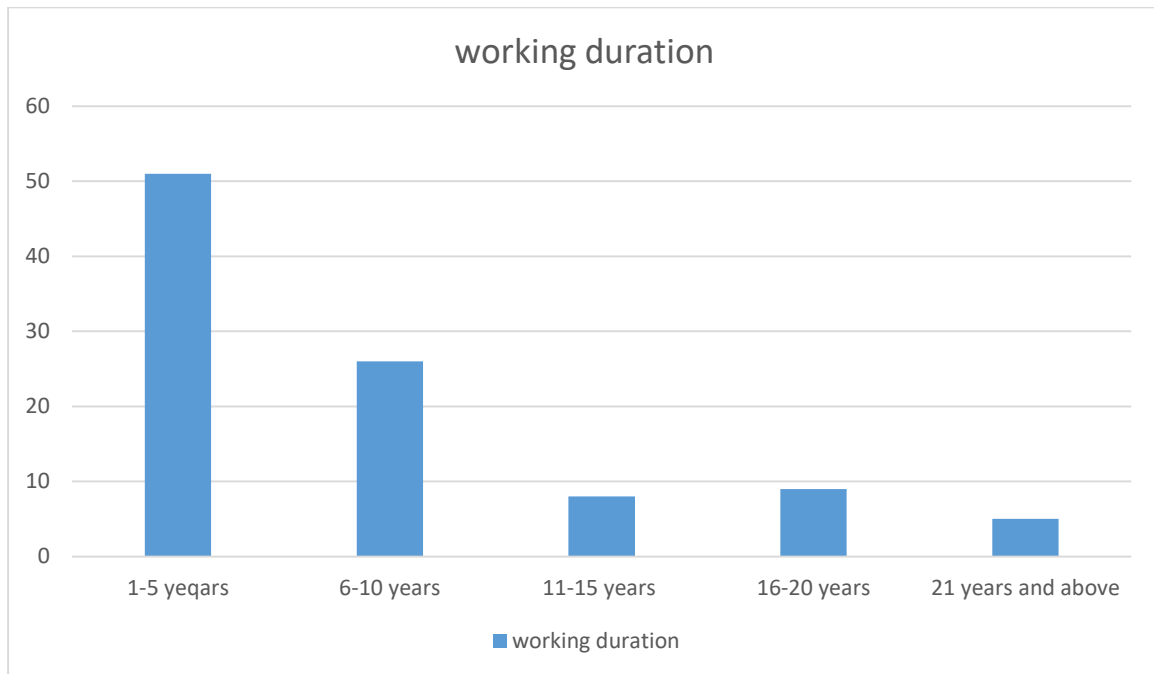


Figure 4.3 Academic level bar chart

Source: survey data 2020

The rate of turnover increase as the employee become unproductive .they tend to change to stable jobs in government and private companies that ensure general employee development and growth .

Table 4.5 Academic Qualification

	Frequency	Percent
High school	10	10.1
Diploma	52	52.5
Bachelor's degree	30	30.3
Master's degree	7	7.1
Total	99	100.0

Source: Research Data 2020

The highest education level in the hospital employees were those from diploma 52(52.5%) followed by the degree 30(30.3%).

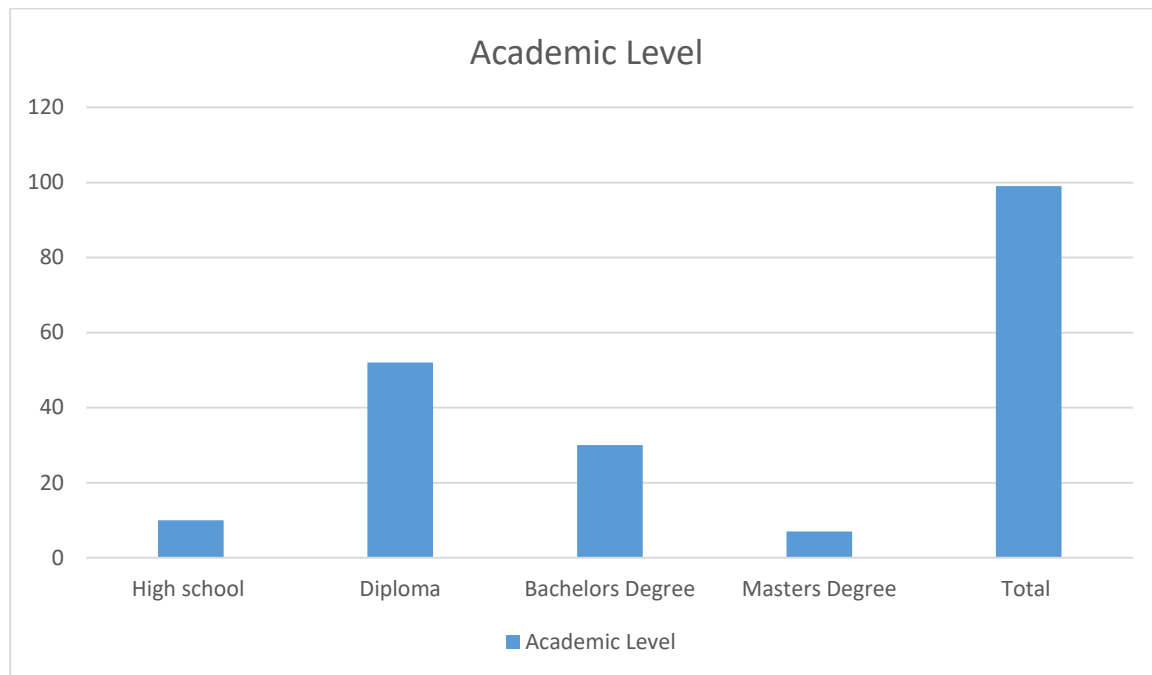


Figure 4.4: Academic Qualification

Source: survey data 2020

The distribution assumes a normal where the largest come from diploma followed bachelor degree .sourcing of educated human resource is important to ensure high production of the organization

Table 4.6: Job Position

	Frequency	percent
Top management	14	14.1
Doctors	12	12.1
Clinical officers	29	29.3
Nurses	19	19.2
Subordinate staff	25	25.3
Total	99	100.0

Source: Research Data 2020

The distribution of employees was 14(14.1%) top management, 12(12.1%) doctors 12(12.1%) clinical officer, 19(19.2%) nurses and 25(25.3%) subordinate staff.

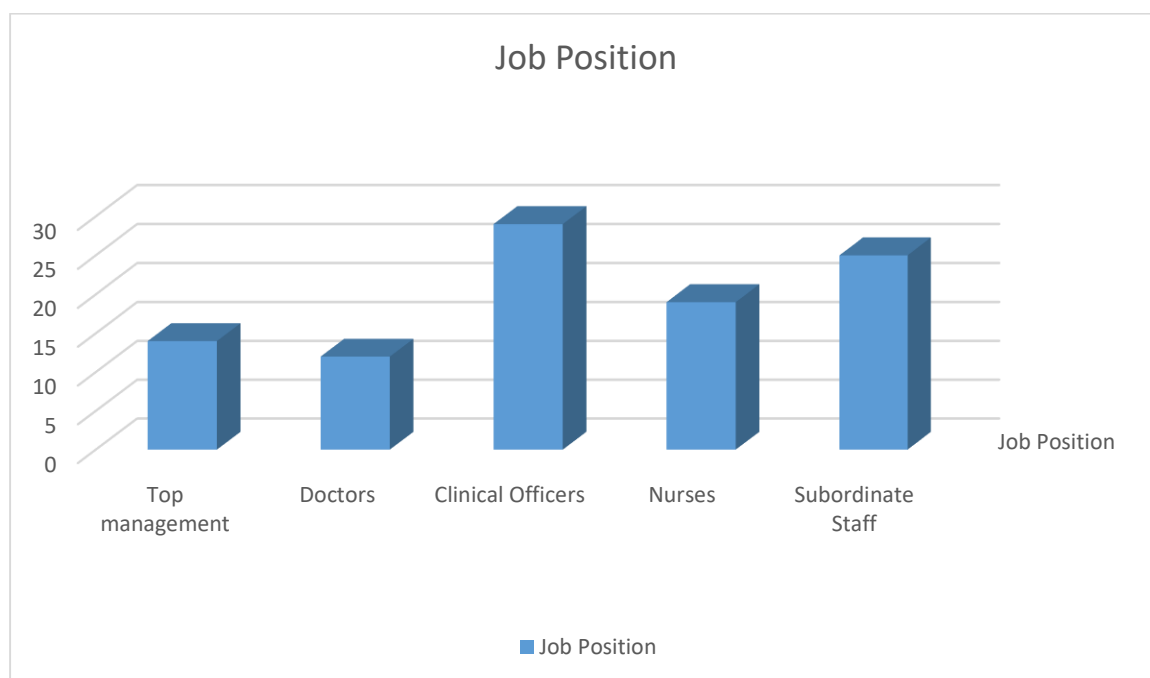


Figure 4.5: Job Position

Source: Survey data (2020)

The proportion are in the following order clinic officers ,subordinates ,nurses ,top management and doctors from the biggest to smallest number.

Table 4.7 Terms of Employment

	Frequency	Percent
Casual	13	13.1
Temporary	9	9.1
Contract	21	21.2
Permanent	56	56.6
Total	99	100.0

Source: Research Data 2020

The highest number of terms of employment was 56(56.6%)permanent employees ,21(21.2%)contract ,13(13.1%)casual and 9(9.1%)temporary in that respective order . the permanent employees were highest since it enables the employer to sustain the institution .it was followed by contract to work on jobs that fluctuate with time and are no mandatory .jobs that are small and does not need experience but hands-on labour for casual and temporary for transitory or fulfilling a short term labour .

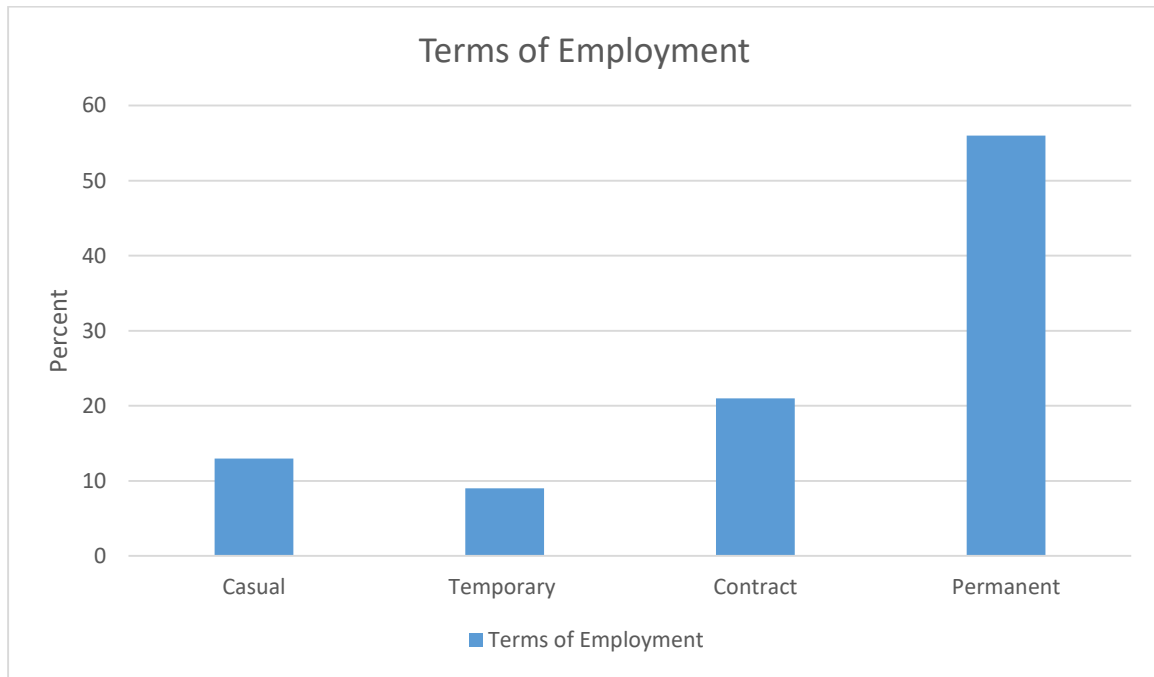


Figure 4.6: job position

Source data2020

The permanent job is higher than any other type of jobs terms to ensure stability of the organization .Contract jobs follows and other the same.

4.2 flexi working arrangement

The flexi working arrangement were evaluated which include work shift, part time, temporary and flexi time .the responses were assessed using likert scale where SA=5 for strongly agreed, A=4 agreed=3 neutral ,D=2disagreed and SD=1 strongly disagreed

Table 4.8: Work Shift

Details	5(SA)	4(A)	3(N)	2(D)	1(SD)	Mean
Work shift determine employee commitment	12(12.1%)	54(54.5%)	16(16.2%)	11(11.1%)	6(6.1%)	3.5556
Work shift influence amount of effort	13(13.1%)	59(59.6%)	15(15.2%)	7(7.1%)	5(5.1%)	3.6869

Work shift affect number of hours of performance	13(13.1%)	32(32.3%)	22(22.2%)	22(22.2%)	10(10.1%)	3.1616
Work shift reduces absenteeism	33(33.3%)	32(32.3%)	14(14.1%)	12(12.1%)	8(8.1%)	3.7071
Work shift determine employee performance	29(29.3%)	28(28.3%)	7(7.1%)	19(19.2)	16(16.2%)	3.3535

Source: Research Data 2020

Work shift turned into used to decide worker dedication and 12(12.1%) strongly agreed, 54(54.5%) agreed, 16(16.2%) neutral, 11(11.1%) disagreed and 6(6.1%) strongly disagreed. The full-size impact of labor shift to worker dedication turned into slight (imply of 3.5556). On paintings shift influencing the quantity of attempt 13(13.1%) strongly agreed, 59(59.6%) agreed, 15(15.2%) neutral, 7(7.1%) disagreed and 5(5.1%) strongly disagreed. It turned into decided that the paintings shift importantly stepped forward the quantity of attempt utilized by the worker (suggest of 3.6869).

About 13(13.1%) strongly agreed that Work shift have an effect on quantity of hours of overall performance, 32(32.3%) agreed, 22(22.2%) neutral, 22(22.2%) disagreed and 10(10.1%) strongly disagreed. To a mild quantity paintings shift has affected the quantity of hours of overall performance (suggest of 3.1616). Concerning the assessment of labor shift as component that reduces absenteeism 33(33.3%) strongly agree, 32(32.3%) agreed, 14(14.1%) neutral, 12(12.1%) disagreed and 8(8.1%) strongly disagreed.

Work shift truly decreased absenteeism withinside the paintings place (suggest of 3.7071). Regarding paintings shift figuring out worker overall performance 29(29.3%) strongly agreed, 28(28.3%) agreed, 7(7.1%) neutral, 19(19.2%) disagreed and 16(16.2%) strongly disagreed. Work shift become giant to overall performance of the organization (imply of 3.3535). The look at findings confirmed that paintings shift method turned into extensive to the overall performance of the Hospital. This concurred with Jane, Simon and Amos (2015) examine, who argue that paintings shift improved engagement, dedication, activity retention and pleasure in Chitungwiza Central Hospital.

Table 4.9 Part Time

Details	5(SA)	4(A)	3(N)	2(D)	1(SD)	Mean
Part time work lower stress	26(26.3%)	40(40.4%)	10(10.1%)	12(12.1%)	11(11.1%)	3.5859
Part time work determine task done	19(19.2%)	35(35.4%)	10(10.1%)	22(22.2%)	13(13.1%)	3.2525
Part time provide less autonomy affecting work load	18(18.2%)	33(33.3%)	26(26.3%)	15(15.2%)	7(7.1%)	3.4040
Part time determine performance per period	15(15.2%)	40(40.4%)	16(16.2%)	12(12.1%)	16(16.2%)	3.2626
Part time affect performance	15(15.2%)	44(44.4%)	14(14.1%)	14(14.1%)	12(12.1%)	3.3636

Source: research data 2020

On component time paintings as element that lessen strain 26(26.3%) strongly agreed, 40(40.4%) agreed, 10(10.1%) neutral, 12(12.1%) disagreed and 11(11.1%) strongly disagreed. Part time reduces drastically pressure of employees (suggest of 3.5859). Part time paintings determines range of challenge executed; 19(19.2%) strongly agreed, 35(35.4%) agreed, 10(10.1%) neutral, 22(22.2%) disagreed and 13(13.1%) strongly disagreed.

Part time running technique changed into discovered to be critical and decided the quantity of mission finished withinside the organization (imply of 3.2525). According to the findings 18(18.2%) strongly agreed that component time offer much less autonomy on workload, 33(33.3) agreed, 26(26.3%) neutral, 15(15.2%) disagreed and 7(7.1%) strongly disagreed. It suggests that component time to a point affected the workload (suggest of 3.4040). Part time decide overall performance in

line with length and 15(15.2%) strongly agreed, 40(40.4%) agreed, 16(16.2%) neutral, 12(12.1%) disagreed and 16(16.2%).

In mild volume it improves of overall performance (suggest of 3.2626). Fifteen (15.2%) strongly agreed that component time impacts overall performance, 44(44.4%) agreed, 14(14.1%) neutral, 14(14.1%) disagreed and 12(12.1%) strongly disagreed. There become big impact of component time running approach at the overall performance of the organization (imply of 3.3636). Cole (2002) discovered fine courting among component time and overall performance of worker primarily based totally on its flexibility. This has the same opinion with the findings above.

Table 4.10: temporary contract

Details	5(SA)	4(A)	3(N)	2(D)	1(SD)	Mean
Temporary contract influence moving in to a firm	25(25.3%)	32(32.3%)	16(16.2%)	20(20.2%)	6(6.1%)	3.5051
Temporary contract affects moving out of a firm	23(23.2%)	43(43.4%)	13(13.1%)	12(12.1%)	8(8.1%)	3.6162
Temporary contract attract new knowledge	28(28.3%)	38(38.4%)	15(15.2%)	10(10.1%)	8(8.1%)	3.6869
Temporary contract influence employee ability	25(25.3%)	36(36.4%)	11(11.1%)	15(15.2%)	12(12.1%)	3.4747
Temporary contract	31(31.3%)	36(36.4%)	11(11.1%)	10(10.1%)	11(11.1%)	3.6667

determine performance						
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Source: research data 2020

Twenty-five (25.3%) strongly agreed that brief agreement affect shifting in to a organization, 32(32.3%) agreed, 16(16.2%) neutral, 20(20.2%) disagreed and 6(6.1%) strongly disagreed. The impact is significant (imply of 3.5051). The transient settlement impacts personnel shifting out of company became 23(23.2%) strongly agreed, 43(43.4%) agreed, 13(13.1%) neutral, 12(12.1%) disagreed and 8(8.1%) strongly disagreed.

It extensively reasons the movement (suggest of 3.6162). On brief agreement attracting new information 28(28.3%) strongly agreed, 38(38.4%) agreed, 15(15.2%) neutral, 10(10.1%) disagreed and 8(8.1%) strongly disagreed and pretty crucial in affecting new information (suggest of 3.6869). Temporary settlement as a power on worker capacity 25(25.3%) strongly agreed, 36(36.4%) agreed, 11(11.1%) neutral, 15(15.2%) disagreed and 12(12.1%) strongly disagreed. It results in a few boom in worker capacity (suggest of 3.4747).

Approximately 31(31.3%) strongly agreed that brief agreement affected the overall performance, 36(36.4%) agreed, 11(11.1%) neutral, 10(10.1%) disagreed and 11(11.1%) strongly disagreed. It considerably impacts the overall performance of the employer (imply of 3.6667). Temporary settlement impact overall performance of the agency. These findings concur with Matusik and Hill (1998), who discovered fantastic relation among bendy employment contracts and innovation. The effective impact of brief contracts may be associated with the aleven though Matusik and Hill (1998) focused in innovation extra than the agency overall performance.

Table 4.11 flexi time

Details	5(SA)	4(A)	3(N)	2(D)	1(SD)	Mean
Flexi time affects employees in a firm on work period	8(8.1%)	34(34.3%)	27(27.3%)	21(21.2%)	9(9.1%)	3.1111

Flexi time influence clients feedback	20(20.2%)	29(29.3%)	24(24.2%)	17(17.2%)	9(9.1%)	3.3434
Flexi time affects number of family conflict report	10(10.1%)	30(30.3%)	26(26.3%)	24(24.2%)	9(9.1%)	3.0808
Flexi time controls scheduling responsibility	12(12.1%)	39(39.4%)	25(25.3%)	11(11.1%)	12(12.1%)	3.0808
Flexi time determine performance	22(22.2%)	39(39.4%)	19(19.2%)	9(9.1%)	10(10.1%)	3.5455

Source: research data 2020

Flexi time impact on personnel in a company on consistent with given length and 8(8.1%) strongly agreed, 34(34.3%) agreed, 27(27.3%) neutral, 21(21.2%) disagreed and 9(9.1%) strongly disagreed. It is consequently one way or the other essential (Mean of 3.1111). Concerning flexi time influencing clients' remarks 20(20.2%) strongly agreed, 29(29.3%) agreed, 24(24.2%) neutral, 17(17.2%) disagreed and 9(9.1%) strongly disagreed, is consequently significant (suggest of 3.3434). On flexi time affecting quantity of own circle of relatives war reviews 10(10.1%) strongly agreed, 30(30.3%) agreed, 26(26.3%) neutral, 24(24.2%) disagreed and 9(9.1%) strongly disagreed. It has one way or the other influence (suggest of 3.0808).

Twelve (12.1%) strongly agreed that flexi time controls scheduling responsibility, 39(39.4%) agreed, 25(25.3%) neutral, 11(11.1%) disagreed and 12(12.1%) strongly disagreed. Quite frequently flexi time been controls scheduling of responsibility (suggest of 3.0808). Those who strongly agreed that flexi time determines overall performance have been 22(22.2%), 39(39.4%) agreed, 19(19.2%) neutral, 9(9.1%) disagreed and 10(10.1%) strongly disagreed. Flexi time is pretty essential on overall performance of the employer (imply of 3.5455). This locating concurred with Dalcas and Daley (2009). Flexi paintings association has been researched that a lot however a controversy through

Dalcas and Daley (2009) found out that flexi time could permit worker engagement. It become discovered on this take a look at that it had pretty vital position in overall performance of agency if nicely scheduled.

Table 4.12 employee performance

Details	5(SA)	4(A)	3(N)	2(D)	1(SD)	Mean
Increase productivity provided to patients	4(4.0%)	47(47.5%)	24(24.2%)	16(16.2%)	8(8.1%)	3.2323
Customer satisfaction is affected by customer care staff	15(15.2%)	34(34.3%)	12(12.1%)	28(28.3%)	10(10.1%)	3.1616
Job satisfaction flexibility of working days	10(10.1%)	57(57.6%)	6(6.1%)	22(22.2%)	4(4.0%)	3.4747
Employee turnover on changes	11(11.1%)	40(40.4%)	24(24.2%)	16(16.2%)	8(8.1%)	3.3030
Productivity ,customer and job satisfaction ,and employee turnover on employee performance	20(20.2%)	42(42.4%)	16(16.2%)	17(17.2%)	4(4.0%)	3.5758

Source: research data 2020

Performance became evaluated at the floor of boom productiveness supplied to sufferers and 4(4.0%) strongly agreed, 47(47.5%) agreed, 24(24.2%) neutral, 16(16.2%) disagreed and 8(8.1%) strongly disagreed. The imply of (3.2323) indicated a few massive impact of overall performance at the wide variety of sufferers capable of determine fitness care. On purchaser delight being stricken by patron care group of workers 15(15.2%) strongly agreed, 34(34.3%) agreed, 12(12.1%) neutral, 28(28.3%) disagreed and 10(10.1%) strongly disagreed.

The impact is moderate (imply of 3.1616). Ten (10.1%) strongly agreed Job pride is encouraged through flexibility of running days, 57(57.6%) agreed, 6(6.1%) neutral, 22(22.2%) disagreed and 4(4.0%) strongly disagreed. Flexibility of the operating day reasonably affect task pride (imply of 3.4747). On worker turnover modifications and 11(11.1%) strongly agreed, 40(40.4%) agreed, 24(24.2%) neutral, 16(16.2%) disagreed and 8(8.1%) strongly disagreed that it influences out migration to a few extent (suggest of 3.3030). Regarding productiveness, client and activity pride, worker turnover decide worker overall performance and 20(20.2%) strongly agreed, 42(42.4%) agreed, 16(16.2%) neutral, 17(17.2%) disagreed and 4(4.0%) strongly disagreed.

They are one way or the other critical in influencing overall performance (imply of 3.5758). Muchiti and Gachunga (2015) and Okemwa (2016) research concurred with the have a look at. Muchiti and Gachunga (2015) argument discovered high quality worker productiveness at judiciary, just like the look at of Okemwa (2016) who additionally discovered that overall performance extended in phrases of engagement, commitment, process retention and pleasure

4.3 Inferential analysis

The inferential study comprises of coefficient of determination ANOVA, and regression analysis.

Table 4.13: coefficient of determinant and correlation (SPSS21.0)

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.479a	.229	.197	1.00086

a. Predictors : (constant), flexi time ,temporary contract ,part time ,work shift

Source: research data 2020

The coefficient of determinant (R square =0.229) implied 22.9% of the data variation was a result of flexi working strategy on employee performance but 77.1% was due to other factors .these factors include motivation, working environment, management among others .

Table 4.14: work shift and performance ANOVA (SPSS21.0)

		Sum of squares	df	Mean square	F	Sig
Performance (combined)	between	25.411	4	6.353	6.171	.000
Work shift	groups	96.770	94	1.029		
	Within groups	122.18	98			
	Total	2				

Source: research data 2020

The study found that there was significant effect of work shift on the performance of the employee (F=6.171, P (0.000) <0.05).

Table 4.15: part time and performance ANOVA (SPSS21.0)

		Sum of squares	df	Mean square	F	Sig
Performance (combined)	between	23.861	4	5.965	5.703	.000
Part time	groups	98.321	94	1.046		
	Within groups	122.182	98			
	Total					

Source: research data 2020

Table 19 indicated significant influence of part time on employee performance of employee (f=5.703, P (0.000) <0.05).

Table 4.16: work shift and performance ANOVA (SPSS21.0)

		Sum of squares	df	Mean square	F	Sig
Performance* combined	between	22.049	4	5.512	.588	.001

Temporary		94	1.065		
Contract	groups	100.133	98		
	Within groups	122.182			
	Total				

Source: research data 2020

The effect of temporary contract on employee performance was significant ($F=5.175$, $P(0.001) < 0.05$).

Table 4.17 flexi time and performance ANOVA (SPSS21.0)

	Sum of squares	df	Mean square	F	Sig
Performance *flexi time Between combined	2,983	4	.746	.588	.672
Groups					
Within groups	119.199	94	1.268		
Total	122.182	98			

Source: research data 2020

The results from table 21 indicated that flexi time had no significant influence on the employee performance ($F=0.588$, $P(0.672) > 0.05$).

Table 4.18: flexi arrangement and performance ANOVA (SPSS21.0)

Model	Sum of squares	df	Mean square	F	Sig
Regression	28.020	4	7.005	6.993	.000 ^b
Residual	94.161	94	1.002		
Total	122.182	98			

- a. Dependent variable :productivity ,customer and job satisfaction ,and employee turnover
Predictors :(constant), flexi time, temporary contract, part time, work shift

Source: research data 2020

The ANOVA table that result from regression analysis indicated that there was significant effect of flexi work strategies on the employee performance ($F=6.993$, $P(0.000) < 0.05$). Hence the research

finding indicate that the organization should adopt flexi arrangement to increase employee performance.

Table 4.19: regression model

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std.error	Beta		
(Constant)	1.566	.450		3.481	.001
Work shift	.183	.074	.243	2.473	.015
Part time	.173	.085	.194	2.049	.043
Temporary contract	.232	.078	.273	2.957	.004
Flexi time	.011	.087	.012	.120	.905

A.dependent variable: productivity, customer and job satisfaction, and employee turnover

Source: research 2020

The hypothesis that were to be tested given as follows were determined as follows;

H01: There is no significant effect of work shift arrangement on employee performance in ChitungizaCentral Hospital. The null hypothesis was rejected, ($P < 0.05$). The research findings indicated that there was significant effect of work shift arrangement on employee performance in hospital.

H02: There is no significant influence of part-time working on employee performance in Chitungwiza Central Hospital was reject, ($P < 0.05$). This means that part-time working arrangement affect the performance of hospitals in a great way.

H03: There is no significant effect of temporary contracts on employee performance in Chitungwiza Central Hospital was reject, ($P < 0.05$). Temporary contracts significantly affect the performance employee in hospitals.

H04: There is no significant influence of flexi-time on employee performance in Chitungwiza Central Hospital was accepted, ($P > 0.05$). Flexi-time arrange had no effect on the performance of employee.

$$Y = 1.566 + 0.183X_1 + 0.173X_2 + 0.232X_3 + 0.011X_4$$

Employee performance will increase by 0.183 units change in work shift when the other factors are held constant. Employee performance will increase by 0.173, 0.232 and 0.011 units change in part time, temporary contract and flexi time respectively.

The coefficient indicated that temporary contract, part time and work shift affected performance in that order positively while flexi time affected employee performance in the positively but not significant. According to Muchiti and Gachunga (2015) argument, there was significant positive influence of employee productivity at judiciary, which concur with the study.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Summary

The respondents charge became 99(95.2%) which became overwhelming excessive sufficient to be dependable to have a look at. Punch (2005) mentioned that the respondents must be over 80% to recollect it as dependable. The age bracket of maximum of the respondent turned into among 26-forty five years, which is the teen's age in which they may be energetic. The gender have been appreciably same in distribution eleven though the male counterpart have been nonetheless a head in illustration over the ladies. The outcomes additionally indicated excessive process turnover in which the very best variety of respondents have been among the while of one to five years observed through 6 to ten years however because the age of someone boom the extra they circulate out of the employment. The maximum institution have been the degree accompanied via way of means of diploma graduate in educational qualification. On activity role clinical, subordinate staff, nurses, pinnacle control and docs represented the order of illustration of the responded. The maximum time period of employment come from everlasting employee then brief workers. Casual and brief employee turned into the least with inside the order. Meaning that the health center relied to first-rate enlarge the everlasting personnel.

5.1.1 Work Shift

The medical institution device permit paintings shift gadget primarily based totally at the reality that maximum task are 24 hours primarily based totally at the inpatients. The paintings shift approach referred to that it extensively affected the worker dedication definitely and additionally permit them to position greater attempt on their duties. It additionally affected the wide variety of hours of overall performance however no to exceptional quantity. It means that it no excessive impact at the period of hours one must be on task. It then decreased absenteeism to a notable volume. It became stated that the paintings shift to a bigger quantity decide personnel' overall performance definitely. Jane, (2015) referred to that paintings shift in Nakuru public health center half-day shift allow bread feeding and expectant nurses to wait their private problems and immensely lessen pressure at paintings.

5.1.2 Part time

Part time turned into enormous reducer of labor strain. More over element timing running approach decided the range of challenge finished alevn though now no longer a more volume. It became referred to that component time offers autonomy that affected appreciably the quantity of load

achieved through the worker. The overall performance according to duration fairly prompted through the component time techniques in place. This notably contributed to the overall performance of worker within side the employer.

5.1.3 Temporary Contract

Temporary agreement has been adversely used within side the important agency to supplement a gap or drop in hard work force. The observe stated that there has been widespread effect on impact of transient settlement at the personnel shifting to agency. The shifting out of personnel additionally become decided with the aid of using brief settlement accomplished. Temporary agreement stepped forward the talents of the personnel. Where it additionally determined that brief agreement decided extensively the overall performance of the worker.

5.1.4 Flexi Time

The have a look at effects indicated the flexi time to small quantity affected the personnel within side the corporation at the length of labor. There became widespread effect of clients' remarks while flexi time turned into used. Flexi time had no tremendous affect to the variety of own circle of relatives war report. It became additionally stated that flexi changed into now no longer sizable in phrases of it manage of scheduling responsibility. The overall performance of personnel as end result of flexi time became discovered to be full-size in overall performance however now no longer to outstanding volume. Okemwa (2016) locating concur with the examine wherein he located that flexi paintings scheduling became vital to convey growth in engagement, dedication, retention and process delight.

5.2 Conclusion

The observe stated that paintings shift, component time and brief settlement affected considerably contributed definitely to the worker overall performance in an enterprise. It became cited that flexi time changed into now no longer vast to worker overall performance and high quality contributed to overall performance. The shape and control have been the principle motive why flexi time can be taken into consideration now no longer to be powerful within side the standard overall performance. Hence there's room for greater studies. It turned into mentioned that the best of the 4 techniques become brief settlement accompanied through paintings shift and ultimately element time. The overall performance of the corporation as degree on the idea of growth in productiveness on variety of worker became vast. The examine additionally discovered that client pride turned into affected barely definitely via way of means of patron care staff. Job flexibility became very vital to activity pride. Employee turnover become to extremely good volume crucial in overall performance primarily

based totally on motion of inside and outside of task. The look at recognized that there have been different many elements seeing that 22.9% of personnel' overall performance had been expected via way of means of flexi running approach. Other elements have been now no longer assessed a few consist of motivation, incentive, training, improvement amongst others.

5.3 Recommendation

The take a look at endorsed on using brief agreement greater on corporation as one method of flexi paintings. Temporary contracts are a supply of reasonably-priced hard work in addition to supply of brief personnel. In regions which are very critical and crucial different flexi paintings association are desired that brief contracts running association. Also paintings shift and component time are encouraged to be a superb contribution in employment techniques. Flexi time want right scheduling, duration of labor or mission evaluation approach to assess the quantity of labor accomplished. Job flexibility become taken into consideration to be large in boom of overall performance in addition to hire turnover. Hospital in spite of the use of night time shift and day shift they have to broaden applications which are permit flexi time with accurate scheduling human beings can come in line with the wished time. Flexi will allow improvement of people and keep away from fatigues created thru non-bendy schedule. The foremost motive why flexi operating set up does now no longer paintings nicely is due to the fact there are bad scheduling strategies and shortage of cooperation among the enterprise in having the equal business enterprise imaginative and prescient and mission. Flexi applications want to look at for its viability and gain to a company basically in health center on account that nurses' paintings each at night time and day time.

5.3.1 Recommendation on in addition examine

The examine encouraged that flexi time ought to be assessed on phrases of its implementation to wonderful worker overall performance. Also different elements that have an effect on worker overall performance ought to additionally be assessed. It is vital to keep a fitness and glad team of workers via the pleasant employment method to make sure excessive production

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APPENDICES

APPENDIX 1: INTRODUCTORY LETTER

REQUEST FOR CARRYING OUT THE RESEARCH

Bindura University of Science Education

Private Bag 1020

Bindura

25 April 2021

The Human Resources Manager

Chitungwiza central hospital

12096 Batanai road

Zengeza 4

Chitungwiza

Dear Sir

Ref: Request for permission to carry out a research at your organization

I am a student at the Bindura University of Science Education, studying a Bachelor of Business Studies Honours Degree in Human Resource Management. It is a requirement of the university that all students on attachment carry out research projects in partial fulfilment of the degree's requirements. I am therefore kindly seeking permission to carry out a research at your organization on the influence of work flexibility on employee performance.

Your reply and assistance will be greatly appreciated.

Yours Faithfully

.....

MUNASHI B SAWENJE

HUMAN RESOURCES ATTACHEE



Appendix III: Questionnaires

SECTION 1: DEMOGRAPHIC INFORMATION

Instructions

Kindly answer all questions.

Please tick one of the correct answers appropriately. Tick within the box

1. What is your age (Tick your age group)?

O	YEARS	
.1	18-25 Years	
.2	26-35 Years	
.3	36-45 Years	
.4	46-55 Years	
.5	56 and above	

2. What is your gender?

O	GENDER	
.1	Male	
.2	Female	

3. For how long have you been working with Chitungwiza Central Hospital?

O	YEARS	
----------	--------------	--

.1	1-5 years	
.2	6-10 years	
.3	11-15 years	
.4	16-20 years	
.5	21 and above	

4. What is your highest academic qualification?

O	ACADEMIC QUALIFICATION	
.1	High school	
.2	Diploma	
.3	Bachelor's degree	
.4	Master's degree	
.5	PhD	

5. In which section do you work?

O	SECTION	
.1	Top management	
.2	Doctors	
.3	Clinical officers	
.4	Nurses	
.5	Subordinates staff	

6. What are your terms of employment?

0	TERMS	
.1	Casual	
.2	Temporary	
.3	Contract	
.4	Permanent	

SECTION II: FLEXIBLE WORKING ARRANGEMENTS ON EMPLOYEE PERFORMANCE.

In this section, please indicate the extent at which you agree or disagree with the given statements using the rating scale below:

1-Strongly Disagree (SD); 2-Disagree (D); 3-Neutral (N); 4-Agree (A); 5-Strongly Agree

7. Work shift

O	ITEM	SD	D	N	A	SA
		1	2	3	4	5
	Work shift determines the employee commitment in terms of time in hours worked					
	Work shift determines the amount of effort in man hours used by employee to achieve organization success					
	Expanding the number of hours of giving out services is done through work shift hence influences the number of hours an employee can perform his/her tasks					
	Work shift helps in reducing absenteeism in as per number of days an employee attends work					
	Work shift affects performance in terms of productivity					

What are some of the challenges which employees encounter with the work shift type of flexible working arrangement in the organization?

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What are the effects of work shifts flexible working arrangement in your section?

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8. Part- time working

O	ITEM	SD	D	N	A	SA
		1	2	3	4	5
	Part time work lowers stress related complaints by an employee					
	Part time work determines the number of tasks an employee performs in a given period					
	Part time employment in health care provides less autonomy to the employees which affects the number of workload employee performs.					
	Part time working determines employee performance in given period.					
	Part time working affects performance set Aside to be completed in a given period.					

What are some of the effects of having part time work in your organization?

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9. Temporary contract

O	ITEM	SD	D	N	A	SA
		1	2	3	4	5
	A temporary contract influences the number of employees entering the organization at a given period.					
	Temporary contracts influence the number of employees moving out of the organization at a given period.					
	Temporary contracts attracts employees with new knowledge which influences ability of employees in the organization					
	Temporary contracts attracts employees with new skills which influences ability of employees in the organization					
	Temporary contract Influences employee performance.					

What are the advantages of having temporary contracts over permanent employment?

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10) Flexi time

O	ITEM	S D 1	D 2	N 3	A 4	S A 5
	Flexitime determines the number of Employees in the organization in a given period.					
	Flexitime is one way of providing professional service delivery in the organization which influence the number of clients feedback					
	Flexitime affects the number of cases reported by employees Related to family conflicts.					
	Flexitime gives employee more control over scheduling personal responsibility on either end of work day hence improving Efficiency.					
	Flexitime plays an important role in Employee performance.					

b) What are the reasons which make the employees to be attracted to flexi time work?

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What are the effects of flexi time working offered in the organization?

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11. Employee performance

O	ITEM	SD	D	N	A	SA
		1	2	3	4	5
	Increased productivity is influenced by number of actual patients compared to desired number in the Organization.					
	Customer satisfaction is influenced by the number customer care staff in the organization.					
	Job satisfaction is linked to the number of days an employee Attends work.					
	Employee turnover is influenced by the number of employees moving into and leaving the Organization in a given period.					
	Productivity, customer satisfaction, job satisfaction and employee turnover affects employee performance					

What are the benefits of introducing flexible working arrangements on employee performance in your organization?

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Thank you for your co-operation.