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Job Sharing on Employee Performance in Public Universities in Mt Kenya Region

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Abstract:

Job sharing is a type of flexible working arrangement that an organization can embrace for efficiency and effectiveness at work. Job sharing helps in the operation of the organizations even during the pandemic period. The main objective of the research study was to determine the extent to which job sharing affects performance of employees in public universities in Mount Kenya region. The target population of the study was 3,012 employees consisting of teaching and non-teaching staff. The sample size was 353 respondents determined by use of Yumane formulae. Descriptive research design was used. Questionnaire was the main data collection instrument. Data analysis and interpretation was based on descriptive statistics and inferential statistics. A multiple regression model was used to explore the relationship between the variables under study. A pilot test was carried out in a public University outside Mount Kenya region to ensure validity and reliability of the data collection instruments prior to actual collection of data. The data was analyzed using SPSS. Descriptive statistics were presented in frequency tables, percentages, mean, standard deviations and graphs. Inferential statistics were used in testing null hypotheses. Results showed that job sharing and employee performance of public universities were positively and significantly related ($\beta=0.247$, $p=0.000$). The study concluded that there was a statistically significant relationship between job sharing and employee performance of public universities in Mount Kenya region. The study recommended use of job sharing in the Universities because it enhances employee performance, reduces absenteeism and increases employee satisfaction.

Keywords: Job sharing, employee performance, public universities, mt. kenya region

1. Introduction

Due to the emerging issues in business world and also the issues of Covid 19 pandemic, which has affected the performance of various public universities, employees are expected to balance between personal life and work responsibilities that is if the employee performance is to be achieved. Employee performance is important in this global age as it boosts productivity (UNICEF, 2019). Job sharing is a form of flexible working arrangements/schedules and Universities can decide to use the methods that suit them well (Bhusan & Sar, 2020). The organization flexibility is considered a key element in organizational behavior in terms of retaining employees' productivity as well as organizational performance. Organization flexibility is of importance in improving organizational performance by increasing job satisfaction among the workers (Saunders & Townsend, 2018).

According to Omondi and Obonyo (2018) provision of flexible work schedules relies on the ability to enhance recruitment, retention, job satisfaction, commitment and reduction of work-life conflict among employees. It makes sense that offering work-life balance practices would attract individuals in universities, and that using these practices would result in improved employee attitudes and behaviors. According to Liu and Wu (2016), due to the development of technology and modernization of society and business, managers are becoming more likely to provide employees with a flexible working arrangement. And this is where employees are given a chance to choose their work time and work places. Since flexible working conditions give more freedom to both employers and employees, they are widely accepted by white-collar workers in different working fields, such as finance, insurance, information technology (Reilly 2009).

Job sharing in the organization is important and significant in this twenty first century. Organizations are troubled with how to balance their employees' work-life balance so as to improve on effective and efficiency in the organization performance (Austin, Egole, Iheriohanma, & Nwokorie, 2020). Job sharing Arrangements carry a lot of benefits to the

organization in that there is lower office head cost, there is increase in diversity and inclusivity and also employees are able to manage their responsibilities outside work.

According to Crampton & Douglas (2003), job sharing has many benefits, such as exchange of skills. The job share partners require frequent communication in order to inform one another on the progress of their duties. This helps the business to meet strategic priority such as higher employee productivity, job satisfaction, innovation and creativity and lower absenteeism. James, Breaugh and Kathleen, (2008) examined the relation between the use of family-friendly employment practices and work family conflict. The findings of the study suggested that employers that are concerned about work family conflict would be wise to offer family friendly practices, especially flexible working hours and supervision to support (Rooplal, 2017).

A study conducted by Conradie & De Klerk, 2019; Rooplal, 2017 found out that FWAs is largely adopted by software development companies in South Africa based on the perceived benefits to employees and employers in the sector he further stated that the adoption of FWAs in developing African countries is scarce.

Mungania, Waiganjo and Kihoro (2016), on their study on flexible work arrangement in public service in Kenya, established that a flexible working arrangement can be used to achieve goals of an organization and also to enhance effectiveness on the job. Job sharing and flexible career paths have a positive and good relationship on measuring the performance of an institution. According to Hill, Hawkins, Ferris and Weitzman (2010), job sharing, as a work schedule flexibility, will enable employees to manage their work and family responsibilities harmoniously. In a related study, Waiganjo, Kihoro and Mungania (2016) studied the influence of flexible work arrangement on performance of the banking industry in Kenya. The results of regression analysis established a significant positive relationship between job sharing and performance.

1.1. Organizational Performance

Organizational Performance comprises the actual output or results of an organization as measured against its intended outputs or goals and objectives. According to Richard *et al.* (2009), organizational performance incorporates three specific areas of organization aftermaths: financial performance, product market performance, shareholder return. Geert Scheipers (2016) contends that organization management is the process of ensuring that the organization resources are correctly used in regard of the set goals. The concept of performance management is commonly applied to employee development.

On the Organization Performance, Neely (2002) believes that performance should consider quantifying the efficiency and effectiveness of actions. This quantification can be expressed both qualitatively and quantitatively. According to the definition of other researchers and other authors, performance is closely related to efficiency and effectiveness.

1.2. Public Universities

The Public universities are owned by the state and they usually receive public funds through the treasury. The Ministry of Education (MoE) controls all the public universities. Public Universities usually enroll Students after completing the 8-4-4 system of education and attaining the set mark. The University sector is one of the most rapidly expanding sectors due to the demand for university education which has continued to increase with many students.

Currently we have 30 public Universities which provide people with an opportunity to reflect on the critical social, economic, cultural, moral and spiritual issues facing humanity. It contributes to national development through dissemination of specialized knowledge and skills (Small, 2008). Public universities also have created employments to many; this has enabled it possible for the universities to deliver their mandate well (Forgasz & Leder, 2006). Public Universities were not spared either by the effect of COVID- 19; the Universities need to embrace job sharing in order to ensure smooth learning of the institutions and to achieve the set targets in the performance contracts (Mayer and Tikka, 2008).

1.3. Statement of the Problem

Public Universities in Mt. Kenya region are faced with many problems that are affecting their performance. Some of the problems faced by them are: Frequent students and employees' unrest, limited educational resources and recent interruption of academic programmes brought by the global Covid19 pandemic. One of the greatest lessons learnt from the pandemic is coming up with flexible work schedule to minimize loss and wastage of working hours. Therefore, universities have embraced the flexible working arrangements for the workers, and have also encouraged a blended method of learning to ensure students complete their studies as scheduled. The literature reviewed have revealed the importance of job sharing of employees in hospitals (Jane, Simon & Amos, 2015) and commercial banks in Kenya (Waiganjo, Kihoro & Mungania, 2016). From reviewed literature, limited studies have been carried out to determine the effect job sharing in an organization and its performance in the public universities in Kenya. Limited research has been carried on job sharing as a way of improving performance among universities in Kenya (Kamau, Tuwai & Kuria, 2015). Hence, there exists a knowledge gap of investigation on the effect of job sharing on performance of public universities in Kenya.

The above foregoing discloses that a gap in literature exists on job sharing and organization performance in the Public universities in Mt. Kenya Region. This study, therefore, targets to fill the noticeable gap in literature by determining the effect of job sharing and organization performance in Public universities in Mt. Kenya region. The study, therefore, sought to answer the question. What is the effect of job sharing on employee performance in public universities in Mt. Kenya region?

1.4. Research Objective

The research objective was to establish the effect of job sharing on employee performance in public universities in Mt. Kenya region.

1.5. Hypothesis of the Study

To achieve the study objectives, the null hypothesis was formulated.

- **H₁:** There is no statistically significant relationship between job sharing and employee performance of public universities in Mount Kenya region.

1.6. Scope of the Study

The study was limited to job sharing on the performance of employees in public universities in Mount Kenya region. The region was selected for the study because it's among the regions in the country that has many public universities because of its high population and potential in agriculture. The study mainly focused on public universities. The findings of this study will help the public university to increase diversity and inclusivity. The findings will also establish the best strategies to manage employees to ensure work is not disrupted. The main purpose of the study is to gather information that will help public universities to develop job sharing policies aimed at reducing absenteeism and help employees manage their responsibilities outside work and also lower office overhead costs.

2. Literature Review

The Study used the Expectancy Theory (ET) that was postulated by Victor Vroom in 1964 to explain the processes an individual undergoes to make choices with a purpose to maximize pleasure and minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities (Oliver, 1974). ET implies that employees are aggravated to work harder to achieve those objectives they value and those which are achievable (Parijat and Bagga, 2014). Employees, who embrace the flexible work arrangements of Job sharing, are expected to have better performance because they have access to resources like more time and support which makes them believe that they can do their jobs as well as attending to family responsibilities. Workers using job sharing are motivated since they value its benefits; hence they combine both work and family responsibilities (Baker & Stone, 2008).

Employees, who practice job sharing, are more committed to their organization. This theory actually brings on board three concepts. First of all, there is valence concept that asserts that employee performance may be strengthened through rewards, innovations and low employee turnover. The second concept is expectancy where employees are motivated by having the ability, job satisfaction, customer satisfaction which increases employee productivity and thus improves employee performance. The last principle is the instrumentality concept where employees are rewarded for being innovative, productive and putting better performance which yields job satisfaction to the employees (Chiang, Chun, Jang & Cheong, 2008).

Nyberg (2010) supported this theory and highlighted that when employees are subjected to flexible working conditions, the employee turnover will be controlled, productivity of the individual will be enhanced and thus, employees will become innovative and at long run, this will yield job satisfaction to the employees resulting in better organization performance. This theory was applicable to the study because for employees to attain optimal performance, motivation of work should be included by use of flexible working patterns (Baker, 2008). Expectancy theory was applicable to the study because it supports the independent variable- job sharing. Employers expect employees to improve productivity, bring innovation and hence, there comes job satisfaction which ends up improving performance of employees.

Tri-dimensional Theory (TDT) was fronted by Meyer and Allen (1997) to conceptualize organizational commitment in three dimensions, namely- affective, continuance and normative commitments. TDT is a theory of commitment that has been used by researchers to predict significant employee outcomes, ranging from turnover and employee behavior, job performance, absenteeism and lateness (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Studies on TDT have provided strong evidence that affective and normative commitment is positively related and continuance commitment is negatively connected with organizational outcomes such as performance and employee behavior (Hackett, Bycio, & Handsdoff, 1994; Shore & Wayne, 1993).

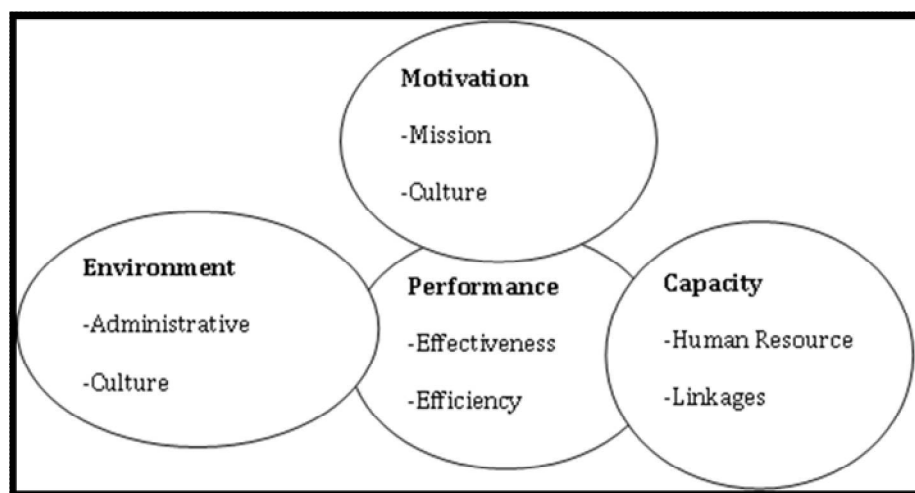


Figure 1: Tri-Dimensional Theory
Source: Herzberg

Further research also provides evidence that the employees, with higher levels of affective commitment to their work, their job and career, exhibit higher levels of continuance and normative commitments (Cohen, 1996). Ayeni and Phopoola (2007) established that Continuance commitment - costs associated with leaving the organization; and normative commitment – perceived obligation to remain with the organization have implications for the continuing participation of the individual in the organization by meeting personal and employment obligations. Kim (2005) established that Public employees' commitment is primarily based on their emotional attachment to, identification with, and their involvement in public organizations. Similarly, Romzek (1990) found that employee commitment is based on affective attachment to the work organization. TDT has been found applicable in the study because it underpins dependent variable, performance in public universities in Kenya and employee commitment in ensuring the organization achieves its objectives.

2.1 The Empirical Review

The empirical Review was based on Job Sharing on employee performance in public universities in Mt. Kenya Region. Crampton & Douglas (2003) carried a study on 'challenges and opportunities of job sharing in companies' using a descriptive research design and established that job sharing has numerous benefits, such as exchange of skills. The study discovered that for the job share partners to work together, there is need for a strong communication skill, trust between manager and employee and dependability.

According to Crampton & Douglas, job sharing involves three approaches to a successful division of responsibility. He described the three as shared responsibility. In this approach the duties of a full time employee are shared equally. In this approach there is no formal division of responsibilities, partners work interchangeably. In divided responsibility this is where employees share one full time position with division of responsibilities by project or group client. The employees perform separate tasks but usually provide a backup for one another. Unrelated responsibility is where two employees perform different and unrelated tasks; here employees work in the same department but duties are not linked and they do not provide a backup for each other. According to this study, there are various benefits of job sharing to employees and the employers. Job sharing brings about improved performance appraisals, more participation and volunteerism. When an organization embraces this, they are able to retain valued employees. Job sharing protects employees from burnout while maintaining productivity. There is also low absenteeism. For employees who have medical conditions, job sharing helps them to work part time and rest off days. There is work-life balance and also the highly skilled employees usually have a chance to continue developing their skills. Employees usually receive benefits because pay and benefits of a full time worker are split between the two job sharers. The findings of this study revealed that job sharing is of essence to the organization and its employees. This study was carried out in American companies; therefore, there is need to carry out a study on the effects of job sharing on employee performance in public universities in Mount Kenya region.

Wambui, Boinet, Emily and Dave, in 2017, studied the 'effects of work life balance on employee performance in institutions of higher learning'. It was a case study of Kabarak University. The study established that work and family priorities conflicted and hence affected the performance of employees that resulted in stressful work and family conflict. The study concluded that work life balance, if well managed and embraced by all in the institution, will improve employee performance. The study recommended that Kabarak University should come up with strategies of balancing employees' work and family obligations and thus improve institution performance.

Thakur (2018), in his study on job sharing as a tool for flexible work systems, created opportunities for housewives in the Indian labor market using qualitative study and data analyzed using descriptive research design. A focus group discussion of 266 house wives was conducted. The findings of this study presented three core themes, the bottlenecks to employment, the available opportunities of employment and growth and the preferred status of employment. The study revealed that though house wives need a flexible job so as to balance the family responsibilities,

they are only willing to work half day, thus the recommendation for job sharing to them. This research was done to find out the opportunities and importance of house wives being involved in job sharing.

From the above study, therefore, there is need for a research on job sharing on employee performance in public universities in Mount Kenya region. Watton (2019) in his study showed how job sharing leads to more women in achieving senior leadership roles in higher education in America using descriptive research design. This study explored the opportunity that job sharing offers as a way of encouraging more women into senior management roles in the higher education sector. The study established that there is scarcity of female leadership representation in the higher education sector; it sorts to know what usually limits more women in leadership roles. In his findings, it was noted that women are very much occupied with the family obligations; thus, they have not much time to work in a full day. Hence, the job sharing method has been introduced so as to help them manage their families and work at the same time. From the above study, therefore, there is need for more research on job sharing on employee performance in public universities in Kenya.

Nixon (2016) carried a 'study on job sharing and employee performance in selected manufacturing industries in Kakamega County', using the descriptive research design which established that job sharing significantly affects employee performance. It was noted that job sharing increases productivity, it motivates and improves morale of workers and also work life balance is appreciated. In the above study, it is evident that job sharing brings a lot of benefits to the organization and also to the employees. Therefore, there is need to undertake a research on effects of job sharing on employee performance in public universities in Kenya.

Organizational Performance (OP) is the outcome achieved in meeting internal and external goals of an organization (Lin *et al*, 2008). Performance has several outcomes including growth, survival, success profitability and competitiveness. Better performing employees at work become more committed to their organizations and ultimately contribute to increased organizational performance as well as growth of the organization. Achievement of job sharing arrangement is essential. Availability of job sharing practices has also been related to increased affective commitment and decreases turnover rates among employees (Grover & Crooker 1995). Organizations offering job sharing practices enjoy increased profit rates. Consequently, job sharing helps employees improve relationships with family and friends. Employees will enjoy better physical and mental health by managing work life properly.

2.2. A Conceptual Framework

A conceptual frame work is a schematic presentation where a researcher conceptualizes the relationships between the variables under a study and shows the relationship diagrammatically (Orodho, 2003). The researcher in this study adopted a conceptual framework that defines dependent variable- job sharing.

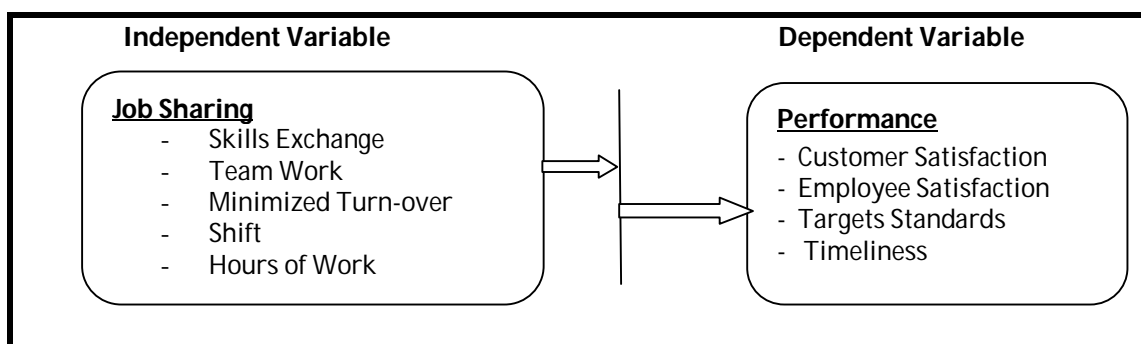


Figure 2

Operationalization of variables in research is the process of defining variables under the study into measurable features. Operationalization is aimed at setting down the exact definitions of each variable under study; thus, increasing the quality of the findings and improving the robustness of the research study design. It regulates how the researcher is going to measure the parameters under the study. Job sharing requires a partner to work with the aim of exchanging skills. Employees, who do this job, are expected to work effectively as a team and also communicate well. Njiru (2013) emphasized the need for partners to divide roles in a way that it suits both the employee and the employer and for job sharing to succeed. It requires a high level of compatibility, communication and cooperation among the partners and their supervisors. Job sharing has several benefits to the employee which include work life balance. It also leads to high production, job satisfaction and turnover is minimized and also the cost of operation is reduced. Job sharing helps in smooth flow of work when one partner is absent (Edwin, 2020).

The main obstacles of job sharing is the resistance from the Managers due to the added responsibilities of supervising and also getting a suitable partner can be challenging. For a job sharing to be effective, there needs to be a partner with good work ethics so as to get along. When there is job sharing, employees need to prepare handover notes for the other shift so as to know what needs to be done or what will be done. Thus, the importance of proper communication in the organization cannot be denied (Idris, 2014). Some scholars note that flexibility of work schedule is a practice from the organizations that are aggressive and able to adapt to the fast changing environment. Others suggest that accomplishment of the set objective is usually attained by putting pressure on the employees, but still again there are organizations that have benefited from the flexible working arrangements. The studies are not very clear on as a way of

those firms who are aggressive of being able to adapt to their business environment. While it is generally suggested that organizational success is achieved by pressurizing their employees, still there are others who have established that both employers and employees equally benefit from schedule flexibility (Martínez, Jiménez, Pérez & Carnicer, 2011). These studies are not specific on various job sharing. Many studies, conducted in job sharing, highlight evidence on its existence but with no practical focus on the key factors and its effects on the organizational performance. This has created a knowledge gap on the link between this variable with a specific reference to the public Universities in Kenya. The findings, that were achieved, influenced how public universities can embrace the job sharing and in turn this was able to recognize the benefits in terms of better organizational performance.

3. Research Methodology

This study adopted descriptive research design. According to Borden's and Abbott, (2002), descriptive research design involves measuring a set of variables as they exist naturally. He further explained that this research design attempts to answer immediate questions about a current state of affairs. According to Mitchell and Jolley (2012), the research design provides in-depth information about the characteristics of subjects within a particular field of study. Mitchell further argues that descriptive studies can also help identify relationships between variables. This research design was adopted because of its power to determine the relationship between study variables. In this study, the independent variable was job sharing, whereas the dependent variable was productivity, customer satisfaction and job satisfaction and performance of the organization.

Population refers to a clearly elaborated set of persons, elements, events, and groups of entities under investigation (Kothari, 2004). The locale of the study was of public universities in Mount Kenya regions consisting of teaching and non-teaching staff. The target population for this study was 3,012 employees in various departments in universities identified for the study. The target population was presented in table 1.

S/No	Population per University	Teaching Staff	Non-Teaching Staff	Total Staff in the University
1	Embu University	118	266	384
2	Chuka University	280	347	627
3	Karatina University	147	264	411
4	Muranga University	150	230	380
5	Dedan Kimathi University	140	252	392
6	Kirinyaga University	142	270	412
7	Meru University of Sc. & Tec	154	252	406
Total		1131	1881	3012

Table 1: Target Population

Sampling technique denotes the process utilized by a researcher to select a sample depending on the quality intended by the study. If a sample is to be used, it is necessary for the sample to be a representative of an entire population in order to get an accurate report (Barratt, 2009). Kombo and Tromp (2004) noted that a sample should have at least 30 respondents for accuracy in data analysis. Determination of sample size is guided by the need to obtain sample that is representative of the populace. The public universities in Mount Kenya region have been selected for this study by use of census technique. Simple random sampling was used to select the employees to eliminate bias and ensure that each and every element in the population has equal probability of being sampled. Seven public universities were identified. The sample size was categorized according to the county and the sub-sectors. From the population of 3012, the study used Yumane formula to obtain sample size of 353 respondents.

The sample size for the respondents was Yamane (1967). Below are the outlines of the formulae to compute the sample size.

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

N = Population size,

n = Sample Size

e= Significance Level (0.05)

n= 3012

$$(1+3012 \cdot e^2)$$

$$= 353.11$$

$$= 353$$

S/No	University	Teaching	Non-Teaching Staff	Total No. of Staff in the University
1	Embu University	14	31	45
2	Chuka University	33	41	74
3	Karatina University	17	32	49
4	Muranga University	17	27	44
5	Dedan Kimathi University	16	29	45
6	Kirinyaga University	17	31	48
7	Meru University of Sc. & Tec	18	30	48
Total		132	217	353

Table 2: Sample Size per University

The data analysis matrix is illustrated in table 3.

Hypothesis	Independent Variables	Dependent Variables	Statistics
H ₀₁ : There is no statistically significant relationship between job sharing and employee performance of public universities in Mount Kenya region	Job Sharing	Performance	t-test

Table 3: Data Analysis Matrix

4. Results and Conclusion

4.1. Response Rate

The research targeted 353 employees in various departments in public universities in Mount Kenya Region. The response rate is displayed in Table 4.

Hospital Size	Total	Response (%)
Questionnaires Returned	298	84.42
Questionnaires Not Returned	55	15.58
Total	353	100

Table 4: Response Rate of the Respondents

A total of 298 questionnaires were totally filled and returned. Therefore, the total response rate was 84.42% which implies a successful response rate. Babbie (2004) asserted that a rate above 70% is an excellent response for the study. Reliability tests results were undertaken in order to assess the internal consistency of the variables as measured using the five Likert scale. The coefficients of reliability for each and every Likert scaled item were computed and the results are presented in Table 5.

Variable	Cronbach's Alpha	Number of items	Comment
Job Sharing	0.886	10	Reliable

Table 5: Reliability Assessment

The result on Table 5 indicates that all the scaled items were above the value of 0.7. Hence, the variables achieved a reliability threshold of 0.7 and above and therefore it was considered adequate for this study. The demographic characteristics included: gender of the respondents, marital status, highest level of qualification and duration of service.

Descriptive analysis for the job sharing was presented in Table 6.

Statement	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	Mean	Std. Dev
Working part time has enabled me to easily have work life balance	12.10%	13.40%	5.40%	33.60%	35.60%	3.67	1.39
Job sharing helps retain experienced employees	5.40%	12.80%	4.00%	30.90%	47.00%	4.01	1.23
There is adequate infrastructure in place for job sharing	5.00%	16.80%	7.00%	41.60%	29.50%	3.74	1.19
I have managed my work and family responsibility due to flex-time	10.40%	4.00%	26.80%	37.60%	21.10%	3.55	1.17
Staff motivation level can be increased through the implementation of Job sharing	12.40%	6.40%	9.70%	25.20%	46.30%	3.87	1.39
Job sharing has enabled me to improve my performance	11.40%	2.30%	17.40%	39.60%	29.20%	3.73	1.23
My department has introduced job sharing which has helped me reduce work stress	13.40%	4.70%	8.70%	49.30%	23.80%	3.65	1.27
Job sharing has helped me increase my working efficiency and focus in management of time	4.00%	14.10%	19.50%	38.60%	23.80%	3.64	1.11
Job sharing has enabled me to improve my performance	11.40%	10.40%	13.40%	33.90%	30.90%	3.62	1.32
Job sharing increases employee performance	10.10%	13.10%	15.40%	31.50%	29.90%	3.58	1.31

Table 6: Job Sharing

The results showed that majority of the respondents, who were 69.2%, agreed with the statement that working part time had enabled them to easily have work life balance (Mean=3.67, std.dev=1.39). Results showed that majority of the respondents, who were 77.9%, agreed with the statement that job sharing helped them to retain experienced employees (Mean=4.01, std.dev=1.23). Further results showed that majority of the respondents, who were 71.1%, agreed with the statement that there was adequate infrastructure in place for job sharing (Mean=3.74, std.dev=1.19). In addition, majority of the respondents, who were 58.7%, agreed with the statement that they had managed their work and family responsibility due to flex-time (Mean=3.55, std.dev=1.17). Further results showed that majority of the respondents, who were 71.5%, agreed with the statement that staff motivation level could be increased through the implementation of job sharing (Mean=3.87 std.dev=1.39).

Further results showed that majority of the respondents, who were 68.8%, agreed with the statement that job sharing had enabled them to improve their performance (Mean=3.73 std.dev=1.23). In addition, results showed that majority of the respondents, who were 73.1%, agreed with the statement that their department had introduced job sharing which helped them to reduce work stress (Mean=3.65 std.dev=1.27). Further results showed that majority of the respondents, who were 62.4%, agreed with the statement that job sharing helped them to increase their working efficiency and focus in management of time (Mean=3.64 std.dev=1.11). In addition, results revealed that majority of the respondents, who were 64.8%, agreed with the statement that job sharing has enabled them to improve their performance (Mean=3.62 std.dev=1.32). Further results showed that majority of the respondents, who were 61.4%, agreed with the statement that job sharing increases employee performance (Mean=3.58 std.dev=1.31). This implied that job sharing enhanced employee performance in the universities. The study findings agreed with Crampton and Douglas (2003) who revealed that job sharing is of essence to the organization and its employees.

The study findings also agreed with Njiru (2016) who revealed that job sharing influenced employee performance, job satisfaction, staff morale, reduced absenteeism and contributed to cost effectiveness and efficiency in a big percentage. The respondents were asked to indicate whether they had a flexible work policy applicable to all employees in their work place. Majority of the respondents, who were 72%, indicated that they had a flexible work policy applicable to all

employees in their work place, while only 28% indicated that they did not have a flexible work policy. The respondents were further asked to indicate some challenges employees encountered with job sharing. Some of the challenges indicated by the respondents included: disruption of work flow, lack of enough supervisory times, limited trainings, poor communication from the managers.

Descriptive analysis for the performance was presented in Table 7.

Statement	Strongly Disagree	Disagree	Somewhat Agree	Agree	Strongly Agree	Mean	Std. Dev
Performance is measured against the productivity.	11.70%	2.30%	7.00%	30.50%	48.30%	4.01	1.31
Employees show a lot of concern of seeing that they complete their day's work.	12.10%	0.00%	14.10%	27.90%	46.00%	3.96	1.30
Employees perform competently without pressure from their bosses.	9.70%	3.40%	25.20%	25.80%	35.90%	3.75	1.25
I am expected to have more individual responsibility for my job performance.	11.70%	14.10%	15.40%	32.60%	26.20%	3.47	1.33
My University emphasizes on meeting the customers' needs as results are more important than following the correct organizational procedures.	9.40%	4.00%	14.80%	38.30%	33.60%	3.83	1.21
People are flexible and adaptable when changes are necessary.	11.40%	0.70%	12.10%	27.90%	48.00%	4.00	1.29
Employees believe they can influence or affect their work place through their ideas and involvement.	4.40%	7.00%	13.40%	21.50%	53.70%	4.13	1.15
Individuals and teams have clearly defined goals that relate to the goals or mission of the University.	10.10%	5.40%	8.10%	27.20%	49.30%	4.00	1.30
We constantly stretch our goals to continuously improve	11.40%	7.00%	9.10%	26.20%	46.30%	3.89	1.36
People know what is expected of them and understand their impact on other people, teams, and functions.	11.40%	3.00%	15.40%	34.90%	35.20%	3.80	1.27
People believe in teamwork, the 'what's in it for us' approach, rather than 'what's in it for me.'	11.70%	9.40%	13.80%	41.90%	23.20%	3.55	1.27
Managers at all levels work together as a team to achieve results for the University	10.40%	7.00%	12.80%	34.90%	34.90%	3.77	1.28
I would be happy to spend the rest of my career in this University.	5.40%	18.80%	19.10%	15.10%	41.60%	3.69	1.32
I do feel a strong sense of belonging to my University	15.40%	12.80%	7.40%	28.90%	35.60%	3.56	1.46
I work overtime to complete my tasks	9.70%	2.30%	16.80%	33.90%	37.20%	3.87	1.22

Table 7: Performance

The results showed that majority of the respondents, who were 78.8%, agreed with the statement that performance was measured against the productivity (Mean=4.01, std.dev=1.31). Further results showed that majority of

the respondents, who were 73.9%, agreed with the statement that employees show a lot of concern of seeing that they complete their day's work (Mean=4.01, std.dev=1.31). Further results showed that most of the respondents, who were 61.7%, agreed with the statement that employees perform competently without pressure from their bosses (Mean=3.75, std.dev=1.25). In addition, results showed that most of the respondents, who were 58.8%, agreed with the statement that they are expected to have more individual responsibility for their job performance (Mean=3.75, std.dev=1.25). Further results showed that most of the respondents, who were 71.9%, agreed with the statement that employees perform competently without pressure from their bosses (Mean=3.83, std.dev=1.21).

Further results showed that most of the respondents, who were 75.9%, agreed with the statement that people are flexible and adaptable when changes are necessary (Mean=4.00, std.dev=1.29). In addition, results showed that most of the respondents, who were 75.2%, agreed with the statement that employees believe they can influence or affect their work place through their ideas and involvement (Mean=4.13, std.dev=1.15). In addition, results showed that most of the respondents, who were 76.5%, agreed with the statement that individuals and teams had clearly defined goals that relate to the goals or mission of the College. (Mean=4.00, std.dev=1.13). Further results showed that most of the respondents, who were 72.5%, agreed with the statement that they constantly stretched their goals, to continuously improve (Mean=3.89, std.dev=1.36). In addition, results showed that most of the respondents, who were 70.1%, agreed with the statement that people know what was expected of them and understand their impact on other people, teams, and functions (Mean=3.80, std.dev=1.27).

Further results showed that most of the respondents, who were 65.1%, agreed with the statement that people believe in teamwork, the 'what's in it for us' approach rather than 'what's in it for me.' (Mean=3.55, std.dev=1.27). Results also showed that most of the respondents, who were 65.1%, agreed with the statement that managers at all levels work together as a team to achieve results for the University (Mean=3.77, std.dev=1.28). Further results showed that most of the respondents, who were 56.7%, agreed with the statement that they would be happy to spend the rest of their career in the University (Mean=3.69, std.dev=1.32). Results also showed that most of the respondents, who were 65.4%, agreed with the statement that managers at all levels work together as a team to achieve results for the University (Mean=3.56, std.dev=1.46). Further results showed that most of the respondents, who were 71.1%, agreed with the statement that they work overtime to complete their tasks (Mean=3.87, std.dev=1.22).

4.2. Regression Results

Regression analysis was used to examine whether job sharing can be used to explain employee performance in public universities in Mt. Kenya region. The results presented in Table 8 present the appropriateness of model used for the regression analysis in explaining the study phenomena.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877a	0.768	0.766	0.4377

Table 8: Model Fitness

The value of R was 0.877 and this implied that there was a positive correlation between job sharing and employee performance in public universities. In addition, job sharing was seen to be good enough to explain employee performance in public universities. This is supported by R^2 of 0.768. This means that the model fitness found out that job sharing explains 76.8 % of the variations in the dependent variable (all other factors held constant) which is employee performance in public universities.

4.3 Regression of Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.111	0.128		-0.867	0.387
Job Sharing	0.247	0.04	0.241	6.183	0.000

Table 9: Regression of Coefficient

Regression of coefficients showed that job sharing and employee performance of public universities were positively and significantly related ($\beta=0.247$, $p=0.000$). This implied that an improvement in job sharing by one unit would lead to improvement in employee performance of public universities by 0.247 units. The study findings agreed with Crampton and Douglas (2003) who revealed that job sharing is of essence to the organization and its employees.

4.4. Hypothesis Testing

The hypothesis was tested by using multiple linear regressions in Table 9. The acceptance/rejection criteria were that if the t calculated is greater than t critical (3.96), the H_{01} is not rejected, but if t calculated is less than t critical (3.96), the H_{01} fails to be accepted. The null hypothesis (H_{01}) was that there is no statistically significant relationship between job sharing and employee performance of public universities in Mount Kenya region. Results showed that the t calculated of job sharing was 6.183 which was greater than t critical (3.96). Therefore, null hypothesis was rejected and the study concluded that there was a statistically significant relationship between job sharing and employee performance of public

universities in Mount Kenya region. The study findings agreed with Njiru (2016) who revealed that job sharing influenced employee performance, job satisfaction, staff morale, reduced absenteeism and contributed to cost effectiveness and efficiency in a big percentage.

Hypothesis	Rule	p-value	Results of Hypothesis Test
Hypothesis 1 There is no statistically significant relationship between job sharing and employee performance of public universities in Mount Kenya region	Reject H_0 if $t_{cal} < t_{critical}$ (3.96)	6.181	The null hypothesis was rejected

Table 10: Hypothesis Testing

5. Summary of the Finding

5.1. Job Sharing and Employee Performance of Public Universities

The first objective was to determine the extent to which job sharing affects performance of public universities in Mount Kenya region. The results showed that majority of the respondents agreed with the statement that working part time had enabled them to easily have work life balance. Results showed that majority of the respondents agreed with the statement that job sharing helps retain experienced employees. Further results showed that majority of the respondents agreed with the statement that there was adequate infrastructure in place for job sharing. In addition, majority of the respondents agreed with the statement that they had managed their work and family responsibility due to flex-time. Further results showed that majority of the respondents agreed with the statement that staff motivation level could be increased through the implementation of job sharing.

Further results showed that majority of the respondents agreed with the statement that job sharing had enabled them to improve their performance. In addition, results showed that majority of the respondents agreed with the statement that their department had introduced job sharing which helped them to reduce work stress. Further results showed that majority of the respondents agreed with the statement that job sharing helped them to increase their working efficiency and focus in management of time. In addition, results revealed that majority of the respondents agreed with the statement that job sharing has enabled them to improve their performance. Further results showed that majority of the respondents agreed with the statement that job sharing increases employee performance. Regression results showed that job sharing and employee performance of public universities were positively and significantly related. Hypothesis results showed that there was a statistically significant relationship between job sharing and employee performance of public universities in Mount Kenya region.

5.2. Conclusion

The study concluded that there was a statistically significant relationship between job sharing and employee performance of public universities in Mount Kenya region. In addition, the study concluded that work life balance of employees was enhanced by working part time. In addition, job sharing helped the universities to retain experienced employees as well as to improve the firm performance. Implementation of job sharing also enhanced staff motivation level and also helped to minimize stress amongst the employees.

5.3. Recommendations of the Study

Managers should improve the use of job sharing because it enhances employee performance, reduces absenteeism and increases employee satisfaction. Universities should also build flexible arrangements since they help employees in managing their work load, their personal life and help them to assess their responsibilities.

The study found that job sharing had a positive and significant effect on employee performance of public universities. Therefore, university employees should be encouraged to use this form of flexible practice and managers need to ensure there is always a suitable partner for job sharers.

For Further Research this study sought to determine the effect of job sharing on employee performance in public universities in Mt. Kenya region. The study focused on universities in Mount Kenya region only. Further studies can focus on universities in other region in Kenya such as western region, Nyanza region, and coastal region. The study used purely primary data which in itself is decisive. There may be a need for future studies to reflect the use of both primary and secondary data in a mixed research design. This may help reduce the bias related to opinions. The circumstantial focus of the study was the education sector, more specifically public university sector. This creates a contextual knowledge gap which may infer other studies to focus on other sectors and compare the findings.

In addition, this study focused on universities in Kenya and thus a similar study could be done in other countries such as Uganda, Tanzania. Since the R square was not 100%, it might imply that other additional parameters can be considered in the measurement of job sharing that could enhance employee performance in public universities in Mt. Kenya region.

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