

**Non-Monetary Rewards and Employee Performance in National Referral Hospitals in Kenya**

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**Abstract**

The health sector is a cornerstone of national development, playing a pivotal role in safeguarding the well-being and productivity of the population. In Kenya, national referral hospitals serve as the highest level of healthcare delivery, providing specialized services, research, and training across the country. Despite their importance, employee performance in Kenya's national referral hospitals has faced persistent challenges. The overall objective of this study was to establish the effect of non-monetary rewards on employee performance at the National Referral Hospitals in Kenya. Specifically, the study sought to determine the influence of career advancement and flexible schedules on employee performance at the National Referral Hospitals in Kenya. This study was guided by Abraham Maslow's Hierarchy of Needs and Positive Reinforcement theory. This study adopted a descriptive research design. The target population was 366 management employees working in the five public national referral hospitals in Kenya. This study used stratified random sampling technique to select 191 respondents from the target population. This study relied on primary data collected through use of questionnaires. A pilot test was conducted to determine validity and reliability of the data collection instrument. Inferential and descriptive statistics were employed for analysis. Descriptive statistics such as frequency distribution, mean, standard deviation, and percentages were used. Inferential data analysis was conducted by use of the Pearson correlation coefficient, and simple linear regression analysis. The study concludes that both career advancement and flexible schedules have a positive and significant effect on employee performance at the National Referral Hospitals in Kenya. The study recommends that the management of National Referral Hospitals in Kenya should establish clear and transparent career advancement pathways, including regular training opportunities, mentorship programs, and promotion criteria, to enhance employee motivation and performance.

**Keywords:** *Non-Monetary Rewards, Career Advancement, Flexible Schedules, Employee Performance, National Referral Hospitals*

**INTRODUCTION**

The health sector plays a vital role in a country's development by safeguarding the well-being and productivity of its population, thus directly influencing economic growth and social stability. Globally, healthcare accounts for approximately 10% of the world's GDP, reflecting its significance in national budgets and employment (World Bank, 2023). A robust health

system reduces mortality, controls disease outbreaks, and promotes longer life expectancy, which stood at 73.4 years worldwide in 2023 (WHO). Furthermore, healthier populations contribute to higher labor force participation and improved educational outcomes. For instance, the World Health Organization reports that every USD 1 invested in health yields up to USD 4 in economic growth. In low- and middle-income countries, improved access to health services could prevent up to 97 million premature deaths by 2030, underscoring the sector's critical role in promoting equity and sustainable development (WHO, 2023).

In today's competitive and agile business environment, well-motivated and engaged employees are the lifeblood of any successful organization and are considered a top priority for companies (Liu et al., 2022). While monetary rewards have long been the go-to strategy, it's time to discover the untapped potential of non-monetary incentives. These employee incentives, not directly tied to money, can inspire employees, foster a positive work culture, and drive company success (S. Losina, 2023). While financial rewards have long been a popular method of motivating employees, it's important to recognize the power of non-financial rewards in driving employee engagement and success. Cash isn't the only way to reward employees. Non-monetary incentives help organizations keep their people enthusiastic, motivated, and engaged. Non-monetary incentives are, as the term suggests, non-cash benefits that employers offer to their employees. They are a way of rewarding people outside of the regular, monetary compensation and benefits package (Abdullah & Wan, 2023).

Non-monetary incentives are rewards and benefits indirectly related to financial compensation. They are designed to motivate and engage employees by intriguing their personal growth, intrinsic desires, and job satisfaction, including career growth and development. Unlike monetary incentives, which include bonuses or salary increments, non-monetary incentives contribute to a positive work environment and offer perks that bring about employee's well-being and happiness (Mokhniuk & Yushchyshyna, 2022). Flexible work arrangements, training, career advancement opportunities, recognition and praise, employee perks and benefits, team-building activities, and meaningful work assignments are some examples of non-monetary rewards. The incentives aim to inspire employees, build camaraderie, and create a workplace culture that promotes productivity, loyalty, and overall success (Turnea & Prodan 2020).

### **Statement of the Problem**

The health sector is a cornerstone of national development, playing a pivotal role in safeguarding the well-being and productivity of the population. In Kenya, national referral hospitals serve as the highest level of healthcare delivery, providing specialized services, research, and training across the country (Apuko, & Jeremiah, 2023). Health sector employees—including doctors, nurses, clinical officers, and support staff—are the backbone of this critical system, delivering life-saving services often under immense pressure. Their effectiveness directly influences not only individual health outcomes but also national health indicators such as life expectancy, maternal and child mortality, and the burden of disease. According to the World Bank (2022), countries with effective health workforces experience significantly lower disease burdens and stronger economic growth, highlighting the essential role healthcare workers play in national development.

Despite their importance, employee performance in Kenya's national referral hospitals has faced persistent challenges. Reports by the Ministry of Health (2023) indicate rising cases of absenteeism, low motivation, and high turnover rates among health workers in top-tier facilities such as Kenyatta National Hospital and Moi Teaching and Referral Hospital. A 2021 performance audit by the Office of the Auditor General revealed that over 32% of scheduled staff in referral hospitals were absent during peak hours, with only 58% meeting

performance appraisal targets. Furthermore, a Kenya Health Workforce Report (2022) found that nearly 41% of healthcare workers expressed dissatisfaction with their current work environment, citing lack of recognition and inadequate career development as key factors affecting their performance. These issues have contributed to delays in service delivery, patient dissatisfaction, and, in extreme cases, medical negligence.

While financial compensation is important, studies have shown that non-monetary rewards such as career development and flexible work arrangements significantly influence employee motivation and performance (Kangogo, & Wanambiro, 2020). According to a 2020 study by the Kenya Medical Research Institute (KEMRI), 67% of healthcare workers in public hospitals reported improved morale and productivity when non-monetary rewards were incorporated into human resource policies. However, the implementation of such rewards remains inconsistent and underutilized in national referral hospitals. There is a gap in institutional policies and practices that prioritize non-monetary incentives, despite their proven impact (Wanzala, 2020). Moreover, few empirical studies have systematically examined the relationship between non-monetary rewards and employee performance in referral hospitals in Kenya. This gap in knowledge hinders evidence-based reforms in workforce management in the health sector. This study therefore sought to establish the effect of non-monetary rewards on employee performance at the National Referral Hospitals in Kenya.

### **General Objective**

The overall objective of this study is to establish the effect of non-monetary rewards on employee performance at the National Referral Hospitals in Kenya

### **Specific Objectives**

- i. To determine the influence of career advancement on employee performance at the National Referral Hospitals in Kenya
- ii. To examine the effect of flexible schedules on employee performance at the National Referral Hospitals in Kenya

### **Theoretical Framework**

#### **Abraham Maslow's Hierarchy of Needs**

Maslow's (1954) 'Hierarchy of Needs' theory shows that human beings possess five most basic needs. Maslow (1954) categorized the first need as that of deficiency, which entails inadequacy in physiological requirements, as well as affection and safety wants. He categorized the second type of growth requirements, which are addressed in terms of self-fulfilment. He customized growth requirements via an addition of two more requirements which are known as, understanding, knowing as well and aesthetic pleasure. He believed that any person who lacked contentment with his employment, not unless confident necessities offered, for instance, self-actualization, was well thought-out as the most favorable human state, which ultimately results in satisfaction. Also, he has a strong belief that only a few people have ever had a chance to achieve a sense of self-actualization.

The general argument by Maslow (1954) is that "when other things are equal, people tend to satisfy their lowest level of felt need before moving on to higher level needs." Maslow's Hierarchy of Needs can help organizations come up with non-financial reward systems that go beyond salaries and bonuses. Rewards that address the psychological and self-fulfillment needs of staff lead to career advancement, fostering a satisfied workforce and improving the overall performance and well-being of employees.

Moreover, the issue of working environment on employee performance discussed in this theory within the Safety Needs (Maslow, 1954) states that "safety need is the need that liberates one from harm, fear or any form of physical threat". These comprise needs relating

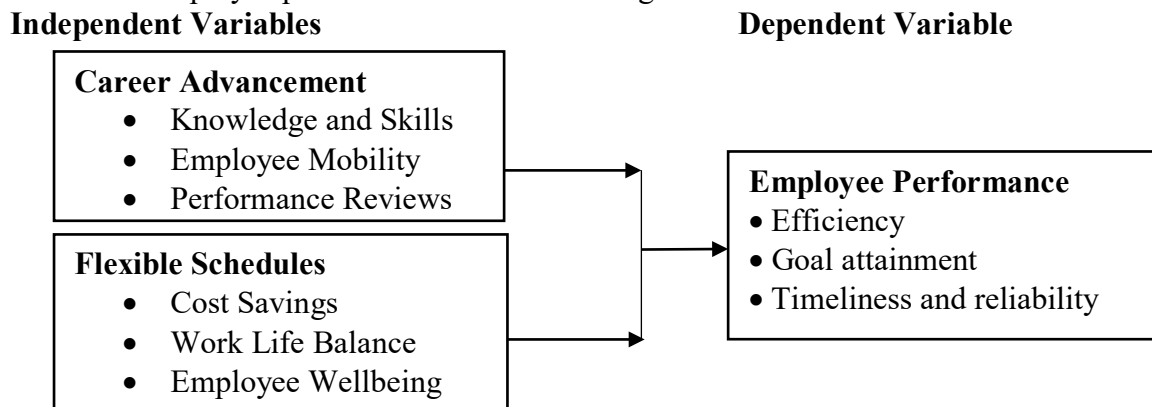
to job security, medical insurance, health, and a working environment; therefore, once employees are assured of a conducive work environment, they can perform better.

**Positive Reinforcement Theory**

Behaviourist B.F. Skinner derived the reinforcement theory to explain behavior and why people do what they do. The theory may also be referred to as Behaviourism, or Operant Conditioning. It states that "an individual's behavior is a function of its consequences" (Management Study Guide, 2017). The theory is based on the principles of causality and the knowledge that an employee's behavior is regulated by the type of reward. The theory does not appraise personality but focuses on behavior and recognizes three basic rules of consequences: Reward for positive behavior reinforces positive behavior, punishment for negative behavior weakens negative behavior and if there is no reward or punishment, behavior fades. Employees who do an exceptionally good job on a project should be rewarded for that performance. This motivates them to try to do an exceptional job on their next project. Employees must associate the reward with the behavior. The reward should come as quickly as possible after the behavior and this can be achieved if the reward is communicated to individuals on onset. To achieve the best results reward must be something desired by the employee. Some of the most powerful rewards are allusive; things that cost very little but mean a lot to the people who get them. Examples of symbolic rewards are things like plaques or certificates (Ndungu 2017), and staff performance assessment can also be used as a reinforcement tool for motivation. During employee assessment, there's communication and feedback which enhances the elements of rewards, commendation, recognition, and praise. These elements reinforce behavior which in turn motivates staff to greater individual and organizational performance (Ndungu 2017).

**Conceptual framework**

The conceptual framework consists of the independent and dependent variables. The conceptual framework highlights the independent variable and dependent variables. The independent variables are career advancement and flexible schedule while the dependent variable is employee performance as shown in Figure 1:



**Figure 1: Conceptual Framework**

**Career Advancement**

Career advancement refers to the progression of an individual within their professional path, often marked by increased responsibilities, enhanced roles, and the acquisition of new competencies (Obungu, Itegi & Njuguna, 2021). It is a critical element of non-monetary reward systems and serves as a strong motivator for improved employee performance. Employees who perceive that there are clear and attainable opportunities for career growth are more likely to be committed, productive, and aligned with organizational goals (Tarimo & Swai, 2020). A key component of career advancement is the development of knowledge and skills. Continuous learning through formal education, on-the-job training, workshops,

and mentorship programs allows employees to expand their expertise and stay updated with current industry trends (Linge, 2020). Organizations that invest in building employee capabilities foster a culture of innovation and high performance, as employees are better equipped to handle complex tasks and contribute meaningfully to organizational success (Malelu, Ngare & Okemwa, 2020).

Another vital aspect is employee mobility, which includes both vertical and lateral movement within an organization (Linge, 2020). Vertical mobility involves promotions to higher positions with greater authority and responsibility, while lateral mobility may entail transfers to different roles or departments that offer new experiences and growth opportunities. Such mobility provides employees with a sense of progression and keeps them engaged by reducing monotony and encouraging skill diversification. Performance reviews are essential tools for guiding career advancement (Tarimo & Swai, 2020). They offer structured feedback on an employee's strengths, areas for improvement, and potential for growth. When conducted fairly and consistently, performance appraisals help identify high performers, set developmental goals, and inform decisions related to promotions or training needs. Moreover, transparent and objective performance evaluations build trust and motivate employees to work toward their professional development targets (Obungu, Itegi & Njuguna, 2021).

### **Flexible Schedules**

Flexible schedules refer to work arrangements that allow employees to vary their working hours, work remotely, or choose when and where they complete their tasks, within agreed-upon parameters (Tarimo & Swai, 2020). This non-monetary reward has become increasingly relevant in modern workforce management, as it aligns organizational productivity with employee autonomy and comfort. Flexibility in work schedules empowers employees to structure their workdays in a manner that best suits their personal and professional responsibilities (Obungu, Itegi & Njuguna, 2021). One of the key benefits associated with flexible schedules is cost savings, both for employers and employees. Organizations can reduce operational costs related to office space, utilities, and daily overheads when employees work remotely or on staggered shifts. At the same time, employees benefit by saving on commuting expenses, meals, and other work-related costs. These financial advantages contribute to greater employee satisfaction and organizational efficiency (Tarimo & Swai, 2020).

Flexible schedules also promote work-life balance, enabling employees to better manage their professional responsibilities alongside personal and family obligations (Linge, 2020). By allowing individuals to choose when and where they work, organizations help reduce the conflict between job demands and personal life. Employees with strong work-life balance tend to be more focused, productive, and loyal to their employers, as they experience less stress and burnout (Malelu, Ngare & Okemwa, 2020). Furthermore, employee wellbeing is significantly enhanced through flexible scheduling. The freedom to work during peak personal productivity hours, the ability to rest when needed, and the reduced stress from rigid routines all contribute to improved mental and physical health. This, in turn, translates to reduced absenteeism, increased job satisfaction, and higher performance levels. A workforce that feels trusted and supported through flexible arrangements is more likely to exhibit positive attitudes and long-term commitment (Ariffin, Bandar & Sabil, 2020).

### **Empirical Review**

#### **Career Advancement and Organization Performance**

Kurniawati, Saleh and Muluk (2021) conducted a study on the effect of career advancement comparative perspective study of university lecturer in USA and Australia. This study is necessary to answer research questions about comparing academic career advancement systems in the USA and Australia. The findings showed that most of the documents about an

academic career in the USA discussed the academic career in higher education institutions in the health sector. The study concluded that the academic career advancement in the USA and Australia shows that they take serious concern about the human capital concept, especially on talent management.

Phol and Korbuakaew (2024) investigated on a study of factors related to the career advancement development of personnel at demonstration school of Suan Sunandha Rajabhat University. The study was a quantitative research study utilizing descriptive statistics. The tools employed in the research were questionnaire-based. This study involved 90 personnel from Demonstration School of Suan Sunandha Rajabhat University who responded to the questionnaire. The study found that various income/compensation received presently bring satisfaction in progress development at a high level. The study concluded that advancement in self-development, salary advancement, and advancement in position influence performance.

Natamba, *et al* (2022) assessed on the relationship between career advancement and employee performance in local governments of Uganda: a case of Kanungu District. The study espoused a cross sectional research design. The study used a sample of 175 respondents who were both purposively and randomly selected. The study found that a positive but statistically significant relationship between career advancement and employee performance. The study concluded that career advancement has a positive significant influence on employees' performance.

Ikechukwu and Nkechi (2020) researched on the effects of career advancement on employees performance: a study of non-academic staff of Michael Okpara University of Agriculture Umudike Abia State, Nigeria. The study adopted survey research design, both primary and secondary sources of data was used. The population of the study consist of 2630 non-academic staff of the university, using Taro Yamane's formula, the sample size of the study was deduce to 346. The study found that there is a positive and significant correlation between career advancement and the performance of the non-academic staff of the university. The study concluded that career advancement positively impacts performance of employees.

Tarimo and Swai (2020) conducted a study on the effect of career progression of female academics in public universities: a tale of Open University of Tanzania. The study employed qualitative design to understand academics experiences on the female career progression. Open University of Tanzania (OUT) was used as a study case. Twenty one (21) participants were selected purposively from senior positions, junior positions and University management. The findings implied that few female academicians managed to reach senior positions and majorities are struggling to move up. The study concluded that the Government of Tanzania recognizes the need for women representation in every sector to address the interest of all groups in sustainable development.

Mwiti, Moguche and Rintari (2021) examined on the relationship between career advancement and job satisfaction among teachers in selected public secondary schools in Igembe North, Kenya. A descriptive survey design was applied. The study targeted 427 teachers who formed the total population of the study. A sample size equivalent to 129 teachers was selected. The study found that career advancement a strong positive correlation with job satisfaction. The study concluded that the relationship between career advancement and job satisfaction was positive and significant.

Linge (2020) conducted a study on the effect of social-family issues as barriers to career advancement: the perception of women employees in Kenya. The research design was cross-sectional survey was carried out among 400 women employees in the Federation of Kenya Employer's (FKE) member organizations in Kenya. The results show that family responsibilities and married status both have a significant relationship with the career

advancement of women to managerial positions. The conclusions showed that family responsibilities and marital status had significant relationships with women's career advancement.

### **Flexible Schedules and Employee Performance**

Ariffin, Bandar and Sabil (2020) conducted a study on the relationship between flexible working arrangements and quality of work life among academicians in a selected public institution of higher learning in Kuching, Sarawak, Malaysia. Survey methodology was used in this study. This research involves the utilization of questionnaire which was administered among one-hundred and fifty (151) academicians currently working in a selected public institution in Kuching, Sarawak. The results of this study revealed that there is a significant relationship between long working arrangement and flexible working arrangements with QWL. The study concluded that hence, if organizations are concerned about developing their human resources and gaining a competitive advantage in the marketplace, it is necessary that they attend to one of their most precious assets, namely, their human resources by practicing flexible working arrangements.

Alatyat and Abu Hamour (2023) researched on the role of flexible schedules in improving workers' performance quality in Jordanian government sector in light of the COVID-19. The descriptive technique was used. The study population consisted of all workers in the Jordanian government sector, from which a random sample of 309 workers in the government sector was taken. The study found that there was a positive and positive impact of flexible schedules on improving the quality of performance of workers in government security. The study concluded that flexible schedules have a positive impact on worker performance quality, particularly in times of crisis such as the COVID-19 pandemic.

Abid and Barech (2022) examined on the impact of flexible schedules on the employees performance. A survey of the employees of telecommunication/call centers was conducted with a convenient sample size of 200. The study found that there is a relationship between flexible schedules and the employee's performance. The study concluded that flexible schedules have high impact on the productivity on the employee performance and also improves the work life balance.

Benewaa (2021) assessed on flexible schedules and performance among female employees in the Ghana Civil Service. The study employed a mixed methods approach in drawing on a sample of 201 respondents for data collection. The study found that flexible schedules were significant in predicting employee performance. The study concluded that flexible schedules are positive and significant predictors of employee performance among female employees in the Ghana Civil Service.

Khalid, Ahmed and Shukri (2022) conducted a study on the effect of dynamic scheduling of assembly line using neural networks for Saria industrial complex-Sudan. This work implemented into two modules: modeling system by time calculation, the main purpose of this modeling is to calculate the total manufacturing times of the products. The results reveal that the total time of products demand is easy calculated, and the system agile to scheduling any change occur in the demand, also the proposed system reduces 4 shift days for one demand. So the developed neural network leads to minimize the total costs. The study concluded that in this work, a dynamic scheduling problem was defined, the model was formulated by time calculations, and the data was the proposed system has been implemented.

Mwiti and Mwirigi (2025) investigated on the effects of flexible schedules on performance of public universities in Mount Kenya Region. The target population of the study were 3,012 employees of public Universities in Mount Kenya region consisting of teaching and non-teaching staff. The sample size was 353 respondents determined by use of Yumane formulae.

The study employed descriptive research design. The study found that flexible schedules and employee performance of public universities were positively and significantly related. The study concluded that there was a statistically significant relationship between flexible schedules and employee performance of public universities in Mount Kenya region.

Boit, Kiprono and Kemboi (2020) conducted a study on the efficacy of retirement plans and flexible scheduling in improving the quality of service delivery among civil servants in Nandi south Kenya. Data collected through the use of questionnaires was analyzed using both descriptive and regression statistics. Descriptive findings revealed that there was low level of retirement plan services to the employees of Nandi south. Based on the study findings we concluded that flexible scheduling enhances service delivery among employees in this organization.

## **METHODOLOGY**

### **Research Design**

This study adopted a descriptive research design. Descriptive survey design focuses attention on the formulation of objectives, design of data collection instruments, collection of data, processing, and analysis of data, and reporting findings (Mugenda and Mugenda, 2019). A descriptive survey involves administering questionnaires to individuals by mail, telephone, or in person.

### **Target Population**

The unit of analysis in this study was the five public national referral hospitals in Kenya (MoH, 2024). The unit of observation was management employees working in the five public national referral hospitals in Kenya. The employees were selected since they are in a position to provide the information needed for the study. The target population was 366 management employees working in the five public national referral hospitals in Kenya (Ministry of Health 2024).

**Table 1: Target Population**

<b>National Referral Hospitals</b>	<b>Top Managers</b>	<b>Middle Managers</b>	<b>Lower Managers</b>	<b>Total</b>
Kenyatta National Hospital	31	52	68	151
Moi Teaching and Referral Hospital	18	25	28	71
Kenyatta University Teaching, Referral & Research Hospital	14	18	24	56
Mathari National Teaching and Referral Hospital	14	16	22	52
National Spinal Injury Referral Hospital	10	12	14	36
<b>Total</b>	<b>87</b>	<b>123</b>	<b>156</b>	<b>366</b>

**Source: Ministry of Health (2024)**

### **Sample Size and Sampling Technique**

This study used Slovin's Formula to determine the study's sample size. According to Metsamuuronen (2019), a formula must be used in the determination of a sample to be selected from a target population so as to put into consideration the error margins and the confidence levels. Therefore, the study made use of 95% confidence level and 0.05 margin of error.

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

Where by: n = no. of samples; N = total population; E = error margin / margin of error (0.05)

$$n = \frac{366}{1 + (366 * 0.05^2)}$$

=191

This study used stratified random sampling technique to select 191 respondents from the target population. The strata in this study comprised of top managers, middle level managers and lower-level managers.

### **Data Collection Instruments**

This study relied on primary data. The primary data was collected from the management employees in the organizations using a semi structured questionnaire.

### **Pilot Study**

A pilot test was conducted to determine validity and reliability of the data collection instrument. The responses from respondents were used to adjust and refine questionnaire accordingly. According to Mugenda and Mugenda (2019) the pre-test sample should be between 1% and 10% depending on the sample size. Therefore, 19 questionnaires were pilot tested. The pilot report was conducted in Kenyatta National Hospital and the study results were excluded from the final study. Also the participants who participated in the pilot were excluded from the main study.

### **Data Analysis and Presentation**

Before the data can be analyzed, the researcher ensured the data was checked for completeness, followed by data editing, data coding, data entry, and data cleaning. Inferential and descriptive statistics were employed for analysis of quantitative data with the help of Statistical Package for Social Sciences (SPSS version 25). Descriptive statistics such as frequency distribution, mean, standard deviation, and percentages were used. Inferential data analysis was conducted by use of Pearson correlation coefficient, and simple regression analysis. The regression analysis model was as shown below

$$Y = \beta_0 + \beta X + \varepsilon$$

Whereby:

- Y = Employee performance at the National Referral Hospitals in Kenya
- $\beta_0$  = Constant
- $\beta$  = Coefficient of determination
- X = Independent Variable
- $\varepsilon$  = Error term

## **FINDINGS AND DISCUSSIONS**

### **Descriptive Statistics**

#### **Career Advancement and Employee Performance**

The first specific objective of the study was to determine the influence of career advancement on employee performance at the National Referral Hospitals in Kenya. The respondents were requested to indicate their level of agreement on various statements related to career advancement and employee performance at the National Referral Hospitals in Kenya. The results were as shown Table 2.

From the results, the respondents agreed that opportunities are available for staff to gain new knowledge and skills relevant to their roles (M=3.906, SD= 0.714). In addition, the respondents agreed that training programs are aligned with professional development needs (M=3.875, SD= 0.850). Further, the respondents agreed that the hospital supports continuous learning through workshops, seminars, or courses (M=3.852, SD= 0.918). The respondents also agreed that internal job openings are communicated clearly and fairly to all staff (M=3.803, SD=0.789). The findings are in line with the findings of Obungu, Itegi and

Njuguna (2021) who revealed that career advancement had a statistically significant effect on retention; training career path and promotion.

From the results, the respondents agreed that staff have equal opportunities to apply for higher or alternative positions within the hospital (M=3.785, SD= 0.699). In addition, the respondents agreed that career paths and advancement options are transparent and well-defined (M=3.740, SD= 0.605). Further, the respondents agreed that performance appraisals are conducted regularly and on schedule (M=3.726, SD= 0.611). The respondents also agreed that performance reviews are fair, objective, and based on clear criteria (M=3.713, SD=0.563). The findings concur with the findings of Linge (2020) who established that family responsibilities and marital status had significant relationships with women's career advancement.

**Table 2: Career Advancement and Employee Performance**

	Mean	Std. Deviation
Opportunities are available for staff to gain new knowledge and skills relevant to their roles.	3.906	0.714
Training programs are aligned with professional development needs.	3.875	0.850
The hospital supports continuous learning through workshops, seminars, or courses.	3.852	0.918
Internal job openings are communicated clearly and fairly to all staff.	3.803	0.789
Staff have equal opportunities to apply for higher or alternative positions within the hospital.	3.785	0.699
Career paths and advancement options are transparent and well-defined	3.740	0.605
Performance appraisals are conducted regularly and on schedule.	3.726	0.611
Performance reviews are fair, objective, and based on clear criteria.	3.713	0.563
<b>Aggregate</b>	<b>3.800</b>	<b>0.719</b>

### **Flexible Schedules and Employee Performance**

The second specific objective of the study was to examine the effect of flexible schedules on employee performance at the National Referral Hospitals in Kenya. The respondents were requested to indicate their level of agreement on various statements related to flexible schedules and employee performance at the National Referral Hospitals in Kenya. The results were as shown Table 3.

From the results, the respondents agreed that flexible scheduling helps reduce commuting and related expenses for employees (M=3.900, SD= 0.947). In addition, the respondents agreed that the hospital benefits financially from implementing flexible work arrangements (M=3.866, SD= 0.817). Further, the respondents agreed that reduced absenteeism due to flexible schedules contributes to operational savings (M=3.847, SD= 0.738). The respondents also agreed that staff with flexible schedules report better balance between work and home life (M=3.794, SD=0.696). The findings are in line with the findings of Kangogo and Wanambiro (2020) who revealed that flexible work schedules significantly influence the organizational commitment of employees.

From the results, the respondents agreed that flexibility in scheduling contributes to reduced stress from conflicting demands (M=3.786, SD= 0.597). In addition, the respondents agreed that the hospital supports work-life balance through adaptable scheduling policies (M=3.703, SD= 0.573). Further, the respondents agreed that flexible schedules contribute positively to staff mental and physical health (M=3.667, SD= 0.685). The respondents also agreed that Employees with flexible hours report higher levels of job satisfaction (M=3.618, SD=0.733).

The findings concur with the findings Boit, Kiprono and Kemboi (2020) who established that flexible scheduling enhances service delivery among employees in this organization.

**Table 3: Flexible Schedules and Employee Performance**

	Mean	Std. Deviation
Flexible scheduling helps reduce commuting and related expenses for employees.	3.900	0.947
The hospital benefits financially from implementing flexible work arrangements.	3.866	0.817
Reduced absenteeism due to flexible schedules contributes to operational savings.	3.847	0.738
Staff with flexible schedules report better balance between work and home life.	3.794	0.696
Flexibility in scheduling contributes to reduced stress from conflicting demands.	3.786	0.597
The hospital supports work-life balance through adaptable scheduling policies.	3.703	0.573
Flexible schedules contribute positively to staff mental and physical health.	3.667	0.685
Employees with flexible hours report higher levels of job satisfaction.	3.618	0.733
<b>Aggregate</b>	<b>3.773</b>	<b>0.723</b>

### Inferential Statistics

#### Correlation Analysis for Career Advancement

Pearson correlation analysis was adopted to determine how the dependent variable (employee performance at the National Referral Hospitals in Kenya) relates with the independent variable (career advancement).

**Table 4: Correlation Coefficients for Career Advancement**

	Employee Performance	Career Advancement
Employee Performance	Pearson Correlation	1
	Sig. (2-tailed)	
	N	167
Career Advancement	Pearson Correlation	.540**
	Sig. (2-tailed)	.000
	N	167

From the results, there was a moderate relationship between career advancement and employee performance at the National Referral Hospitals in Kenya ( $r = 0.540$ ,  $p \text{ value} < 0.005$ ). The relationship was significant since the  $p \text{ value } 0.000$  was less than  $0.05$  (significant level). The findings are in line with the findings of Obungu, Itegi and Njuguna (2021) who indicated that there is a very strong relationship between career advancement and employee performance.

#### Regression Analysis for Career Advancement

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variable.

**Table 5: Model Summary for Career Advancement**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.540 <sup>a</sup>	.292	.291	.67231

a. Predictors: (Constant), career advancement

The r-squared for the relationship between the career advancement and employee performance at the National Referral Hospitals in Kenya was 0.292. This implied that 29.2% of the variation in employee performance at the National Referral Hospitals in Kenya could be explained by career advancement.

**Table 6: ANOVA for Career Advancement**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	30.018	1	30.018	68.068	.000 <sup>b</sup>
1 Residual	72.745	165	0.441		
Total	102.763	166			

a. Dependent Variable: employee performance at the National Referral Hospitals in Kenya

b. Predictors: (Constant), career advancement

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 68.068 while the F critical was 3.898. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of career advancement on employee performance at the National Referral Hospitals in Kenya.

**Table 7: Beta Coefficients for Career Advancement**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.256	.067		3.821	.000
1 Career advancement	0.381	0.098	0.382	3.888	0.000

a. Dependent Variable: employee performance at the National Referral Hospitals in Kenya

The regression model was as follows:

$$Y = 0.256 + 0.381X + \varepsilon$$

According to the results, career advancement has a significant effect on employee performance at the National Referral Hospitals in Kenya ( $\beta_1=0.381$ , p value < 0.005). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the findings of Obungu, Itegi and Njuguna (2021) who indicated that there is a very strong relationship between career advancement and employee performance

### Correlation Analysis for Flexible Schedules

This research adopted Pearson correlation analysis determine how the dependent variable (employee performance at the National Referral Hospitals in Kenya) relates with the independent variable (flexible schedules)

**Table 8: Correlation Coefficients for Flexible Schedules**

		Employee Performance	Flexible Schedules
Employee Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	167	
Flexible Schedules	Pearson Correlation	.512**	1
	Sig. (2-tailed)	.001	
	N	167	167

From the results, there was a moderate relationship between flexible schedules and employee performance at the National Referral Hospitals in Kenya ( $r = 0.512$ , p value < 0.005). The relationship was significant since the p value 0.001 was less than 0.05 (significant level). The

findings are in line with the findings of Khalid, Ahmed and Shukri (2022) who indicated that there is a very strong relationship between flexible schedules and employee performance.

### Regression Analysis for Flexible Schedules

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variable.

**Table 9: Model Summary for Flexible Schedules**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.512 <sup>a</sup>	.262	.261	.67231

a. Predictors: (Constant), flexible schedules

The r-squared for the relationship between the flexible schedules and employee performance at the National Referral Hospitals in Kenya was 0.262. This implied that 26.2% of the variation in employee performance at the National Referral Hospitals in Kenya could be explained by flexible schedules.

**Table 10: ANOVA for Flexible Schedules**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	23.837	1	23.837	58.568	.000 <sup>b</sup>
1 Residual	67.212	165	0.407		
Total	91.049	166			

a. Dependent Variable: employee performance at the National Referral Hospitals in Kenya

b. Predictors: (Constant), flexible schedules

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 58.568 while the F critical was 3.898. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of flexible schedules on employee performance at the National Referral Hospitals in Kenya.

**Table 11: Beta Coefficients for Flexible Schedules**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.256	.067		3.821	.000
1 flexible schedules	0.373	0.097	0.372	3.845	0.001

a. Dependent Variable: employee performance at the National Referral Hospitals in Kenya

The regression model was as follows:

$$Y = 0.256 + 0.373X + \epsilon$$

According to the results, flexible schedules have a significant effect on employee performance at the National Referral Hospitals in Kenya ( $\beta_1=0.373$ , p value < 0.005). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Khalid, Ahmed and Shukri (2022) who indicated that there is a very strong relationship between flexible schedules and employee performance.

## CONCLUSION AND RECOMMENDATIONS

### Conclusions

#### Career Advancement and Employee Performance

In addition, the study concludes that career advancement has a positive and significant effect on employee performance at the National Referral Hospitals in Kenya. Findings revealed that knowledge and skills, employee mobility and performance reviews influence employee performance at the National Referral Hospitals in Kenya

### **Flexible Schedules and Employee Performance**

Further, the study concludes that flexible schedules have a positive and significant effect on employee performance at the National Referral Hospitals in Kenya. Findings revealed that cost savings, work life balance and employee wellbeing influence employee performance at the National Referral Hospitals in Kenya

### **Recommendations**

#### **Career Advancement and Employee Performance**

In addition, the study recommends that the management of National Referral Hospitals in Kenya should establish clear and transparent career advancement pathways, including regular training opportunities, mentorship programs, and promotion criteria, to enhance employee motivation and performance.

#### **Flexible Schedules and Employee Performance**

Further, the study recommends that the management of National Referral Hospitals in Kenya should adopt flexible scheduling policies to accommodate employees' personal and family needs. This flexibility can reduce burnout, enhance work-life balance, and ultimately boost employee morale, productivity, and overall performance.

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