

Effect of Job Sharing on Organizational Commitment among Employees in Selected Level 4 Private Hospitals in Mombasa County, Kenya

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Abstract

This study examined the effect of job sharing on organizational commitment among employees in selected Level 4 private hospitals in Mombasa County, Kenya. The study was guided by Spillover Theory and adopted a cross-sectional research design. The target population comprised 1,143 employees, from which a sample of 296 respondents was selected using purposive sampling for the hospitals and proportional stratified random sampling across employee categories. Data were collected using structured five-point Likert-scale questionnaires, with a pilot study involving 30 respondents at Beyond Scope Hospital. Data were analyzed using SPSS Version 27 through descriptive statistics, Pearson correlation, multiple regression, and diagnostic tests at a 0.05 level of significance. The findings established that job sharing had a positive and statistically significant effect on organizational commitment, with a beta coefficient of $\beta = 0.308$ ($p < 0.05$). This finding led to the rejection of the null hypothesis, confirming that job sharing significantly predicts organizational commitment among employees in the selected Level 4 private hospitals. The study concludes that job sharing enhances organizational commitment by providing employees with greater flexibility, promoting work-life balance, improving employee well-being, and supporting fairness in work arrangements. The study therefore recommends that private hospitals strengthen job-sharing practices through clear policies, equitable workload distribution, employee consultation, and effective scheduling to enhance organizational commitment while maintaining quality healthcare service delivery.

Key Words: Job Sharing; Organizational Commitment, Private Hospital

Doi: 10.61250/ssmj/v1.i4.10

1. Introduction

1.1 Background of the Study

Job sharing is a form of Flexible Work Arrangement (FWA) in which two or more employees share the duties, responsibilities, and working hours of one position. Globally, flexible working practices have developed in response to technological advancement, changing workforce expectations, and the increasing need to balance work and personal responsibilities (Yildizhan et al., 2023; Moradinasab, 2021; Čiarnienė et al., 2020). Early applications of flexible working in countries such as Germany and the United States demonstrated the potential of alternative work schedules to address employee needs and organizational challenges. In contemporary workplaces, job sharing provides employees with an opportunity to distribute work responsibilities while maintaining their employment and managing personal commitments. Evidence from the United States and Europe

indicates that flexible working can improve employee well-being and mental health (Eurofound, 2024; Luckhaupt et al., 2023), while Barnes et al. (2025) observed that flexible working practices, including job sharing, can contribute to healthier workplaces, although access varies across occupations. In Australia, flexible scheduling and part-time arrangements have also been used within healthcare to support work-life balance and employee retention, with managerial support being important for successful implementation (Hulcombe et al., 2025). Petitta and Ghezzi (2025) further observed that flexible working can reduce work-related stress and burnout while promoting employee motivation, engagement, and affective commitment. Similarly, Kim and Oh (2025) found that flexible work arrangements can strengthen employees' perceptions of organizational support, which can enhance their psychological attachment to the organization. Evidence from Wikansari et al. (2025) and Pudles et al. (2026) similarly demonstrates that flexible working practices can strengthen organizational commitment through improved job satisfaction, employee well-being, organizational support, and trust. These global perspectives suggest that job sharing can be an important mechanism for strengthening employees' relationship with their organizations by providing flexibility while maintaining meaningful participation in organizational work.

At the regional African level, the adoption of flexible work arrangements, including job sharing, remains less developed than in many Western contexts, despite the growing need to address employee well-being and work-life balance. Atiku, Jeremiah, and Boateng (2020) noted limited empirical attention to flexible working arrangements in African organizations, particularly in demanding sectors such as healthcare and education, while Atiku and Ganiyu (2022) highlighted similar limitations within African higher education institutions. Schaefer et al. (2021) therefore emphasized the need for appropriate policies that can support work-life balance, employee productivity, and organizational resilience. The relevance of job sharing is particularly evident in healthcare, where employees often experience demanding workloads and competing family responsibilities. Annor (2020) observed that limited family-responsive policies make it difficult for healthcare professionals to manage work and family responsibilities, while Djirackor, Kuada and Tagoe (2024) associated demanding workloads and extended working hours with work-family conflict. The WHO/ILO (2021) similarly highlighted the long working hours experienced by employees in developing countries, while Soga et al. (2022) cautioned that poorly managed flexible arrangements can create blurred boundaries between work and personal life. Evidence from Nigeria shows that healthcare workers experience challenges related to work-life balance and employee satisfaction (Oladipo et al., 2023; Adeniran et al., 2023), creating a need for organizational practices that support employee well-being and commitment (Jameel & Alheety, 2023; Zhang et al., 2024). In Ethiopia, the increasing demands of employment and family responsibilities have similarly created a need for flexible working arrangements, although practices such as job sharing and telecommuting remain less common (Mengistu, 2019; Mengistu, 2022; Mengistu et al., 2022). Asiedu et al. (2018) further demonstrated the importance of balancing work and family responsibilities in promoting employee satisfaction, productivity, and organizational commitment. These regional experiences demonstrate that job sharing may provide African healthcare organizations with a practical approach to accommodating employees' personal responsibilities while maintaining service delivery.

In Kenya, job sharing is increasingly relevant within the healthcare sector because employees operate in environments characterized by demanding schedules, workload pressures, and the need for continuous service delivery. Research by Okemwa (2022) indicates that flexible work arrangements among nurses in Kenyan public hospitals can enhance employee commitment, job satisfaction, involvement, and retention, while Kosgei and Maende (2024) found that flexible working practices,

including job sharing, can improve employee performance, job satisfaction, absenteeism management, and service delivery in public hospitals. These findings are consistent with the broader Kenyan workplace context, where organizations have increasingly introduced work-life support practices to help employees manage professional and personal responsibilities (Naibei et al., 2025; Ogachi, 2024). The provision of childcare and lactation facilities has also been identified as a strategy for supporting employee retention, particularly among women (Errichiello & Pianese, 2018), while proposed policy measures such as the Breastfeeding Mothers Bill demonstrate growing recognition of the need for flexible working arrangements that accommodate family responsibilities (Government of the Republic of Kenya, 2024). However, healthcare staffing and retention challenges remain significant, particularly where skilled professionals are concentrated in urban areas (Aloisi, 2020). Although flexible work arrangements may contribute to retention, existing Kenyan research has focused predominantly on public hospitals and has often examined flexible work arrangements collectively rather than isolating the specific contribution of job sharing (Jane & Biwott, 2019). Consequently, there is limited empirical evidence on how job sharing independently influences organizational commitment among employees in private healthcare institutions. This study therefore sought to address the gap by examining the effect of job sharing on organizational commitment among employees in selected Level 4 private hospitals in Mombasa County, Kenya.

1.2 Problem Statement

Healthcare organizations in Kenya continue to face challenges related to health-worker shortages, heavy workloads, long working hours, and employee turnover, which may affect employee well-being and organizational commitment (Asamani et al., 2025; ILO, 2020). Job sharing, where two or more employees share the responsibilities of one position, may help distribute workloads and support employees in balancing work and personal responsibilities. However, evidence on how job sharing influences organizational commitment remains limited, particularly in private healthcare institutions.

Existing studies have mainly examined flexible work arrangements broadly or focused on public hospitals and outcomes such as productivity, motivation, and satisfaction (Kipkoech, 2018; Kosgei & Maende, 2024). Although flexible working has been associated with improved work-life balance, organizational support, and commitment (Çivilidağ & Durmaz, 2026; Kausik & Manimalar, 2025; Kim & Oh, 2025), limited evidence isolates the contribution of job sharing to organizational commitment in private hospitals. This study therefore addresses this gap by examining the effect of job sharing on organizational commitment among employees in selected Level 4 private hospitals in Mombasa County, Kenya.

1.3 Research Objective

The objective of this study was to determine the effect of job sharing on organizational commitment among employees in the selected level 4 private hospitals in Mombasa County, Kenya

1.4 Research Hypothesis

H0: Job sharing has no statistically significant effect organizational commitment among employees in the selected level 4 private hospitals in Mombasa County, Kenya

2. Literature Review

2.1 Theoretical Foundation

The study was anchored on the Spillover Theory, developed by Wilensky in the 1970s, explains how emotions, attitudes, behaviours, and stress experienced in one life domain can influence experiences in another domain. The spillover can be either positive or negative depending on the nature of the experiences transferred between work and family domains (Qureshi et al., 2020). The theory is relevant to job sharing because sharing the duties and responsibilities of one position can provide employees with greater flexibility to manage work and personal responsibilities. By reducing work-related pressure and creating opportunities for employees to attend to family and personal needs, job sharing may promote positive spillover from work to family and vice versa, thereby improving employees' attitudes toward their organizations and strengthening organizational commitment (Qureshi et al., 2020; Çivilidağ & Durmaz, 2024).

The theory further suggests that positive experiences gained from effectively managing work and family responsibilities can be transferred across the two domains, resulting in improved well-being, satisfaction, and positive workplace attitudes (Qureshi et al., 2020). In this study, job sharing is therefore expected to facilitate work-life balance by allowing employees to share workloads and responsibilities while maintaining employment. This can reduce work-family conflict and create more favourable experiences that may strengthen employees' psychological attachment to their organizations. Kipkoech (2018) supports the relevance of flexible work arrangements to work-life balance, further reinforcing the application of Spillover Theory in explaining the relationship between job sharing and organizational commitment. Thus, Spillover Theory provides a suitable theoretical basis for explaining how job sharing may influence organizational commitment among employees in selected Level 4 private hospitals in Mombasa County.

2.2 Empirical Review

Job sharing is considered as a current method of innovatively arranging work. Job sharing occurs when two or more employees collaborate to fulfill a full-time position, dividing both the workload and compensation based on the hours contributed by each individual. This arrangement can involve splitting days, weeks, or alternating weeks between the participants. Successful job-sharing hinges on strong partnerships among the employees and a shared commitment to teamwork within the organization (Asiedu et al., 2018). Usual shared job arrangements comprise: split or half weeks where every individual works 2.5 days per week, half or split days where by a single individual works in the mornings and the other individual works in the afternoons, alternate week where an individual works for a week, then takes a week off and unequal ratio splits whereby a single worker performs duties with additional time than the other employee (e.g. two days weekly and three days weekly). This is distinguished by dividing duties amongst more than one worker in such a manner that their combined job hours per week are equivalent to those of a worker with typical working hours in a week (Siber & Cero, 2024).

Çivilidağ and Durmaz, (2024) define it as a part-time contract that involves two or more employees who together conduct the responsibilities of one position. In as much as this position is thought of as a type of part-time work, it's actually a full-time position that is shared discretely by the individuals on a part-time basis. In this arrangement, the two employees divide and share the benefits, leave days and salary that are apportioned to the position based on the proportion of time each works.

In job sharing, time, tasks and responsibilities are shared among the individuals in a given proportion. Scully-Russ and Torracco (2020) note that job sharing was first practiced by teachers and nurses because mostly women took part so as to manage their job and personal life. Therefore, they were presented with this alternative within that sector. Over the years, it has continued to be practiced in various sectors since its inception in 1970's in America. Despite its uptake by women or within nursing and education, job sharing can be adopted by employees in most sectors and therefore open countless opportunities. De la Mora Velasco, Huang and Haney (2021) opines that both the employees and the organization can benefit from and be complimented by the sharers' attributes. This is due to the introduction of measures of equal opportunities brought about by the pressures of politics, greater women employment and changes in people sharing the job can be from different ages, generations and genders subject to the job requirements (Aloisi, 2020). Three approaches are highlighted involve division of responsibility when taking part in job sharing: share responsibility, divided responsibility and unrelated responsibility.

According to Ogunribido, Faloye and Ihinmoyan (2023) share responsibility involves dividing the job into different projects where each employee is responsible and concentrates on their own allocation. There is equitable sharing of responsibility among the two employees in relation to the same position. In divided responsibility, the responsibilities are not divided among the two employees. They may not share responsibility but they are equally responsible for doing the job effectively (Edwin, 2020). Unrelated responsibility on the other hand involves the two employees undertaking jobs that are totally different. The employees undertake tasks that are unrelated and different.

The working hours taken up by employees are flexible and therefore benefit them in balancing their work and family. This is because it's upon the employee to decide on the starting hour and finishing hour within the job (Chung & Van der Lippe, 2020). According to Ferdous et al., (2023), employee can also opt for an intense working week: working for some days continuously then taking a rest day after that. Employees in job sharing are in control of their work hours such as deciding to share a shift, one person working from eight o'clock to noon whereas the other works from one o'clock to five o'clock. This ideally is a complete shift that is shared among the two employees based on the times they feel convenient or flexible for them. Job sharing arrangements have different effects on employment and the hours of work (Ogunribido et al., 2023). This arrangement improves the supply of Labour since job sharing allows employees to have more time for leisure activities and family thus enhancing a balance between their personal and work life. Mostly this practice is used in response to the apparent need of more family friendly policies or as a way of dealing with the crisis of joblessness in some economies (Ogunribido et al., 2023). According to Edwin (2020), it has been established that job sharing has enabled employees appreciate the opportunity of the job thus making them work harder. Job sharing has also resulted in improved performance appraisal, more participation and a commitment to the organization. Organizations making use of job sharing have benefitted from fresh employees not suffering from burnout hence maintaining productivity and lowering absenteeism.

2.3 Conceptual Framework

The conceptual framework presents the hypothesized relationship between job sharing, as the independent variable, and organizational commitment, as the dependent variable. It is based on the premise that sharing the duties, responsibilities, and working hours of a position can provide employees with greater flexibility, reduce work-related pressure, and improve work-life balance, thereby strengthening their commitment to the organization. Organizational commitment is measured through affective commitment, which reflects employees' emotional attachment to the

organization; continuance commitment, which reflects their willingness to remain based on the benefits and costs associated with staying; and normative commitment, which reflects their sense of obligation and loyalty to the organization. Thus, the framework proposes that effective job-sharing arrangements can positively influence employees' affective, continuance, and normative commitment in selected Level 4 private hospitals in Mombasa County, Kenya.

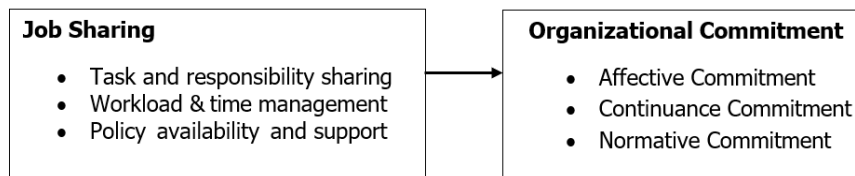


Figure 1: Conceptual Framework

3. Methodology

The study adopted a cross-sectional research design to examine the relationship between flexible work arrangements and organizational commitment at a specific point in time. The target population comprised 1,143 employees from Jocham Hospital, Mombasa Hospital, and Pandya Memorial Hospital, from whom a sample of 296 employees was selected using Yamane's formula, purposive sampling, and proportional stratified random sampling. Data were collected using a structured five-point Likert-scale questionnaire covering job sharing, flexi-time, shift work, teleworking, and organizational commitment. Data were analyzed using SPSS through descriptive statistics, Pearson correlation, diagnostic tests, and multiple linear regression at a 0.05 significance level.

4. Findings and Discussion

4.1 Research Findings

The descriptive statistics for the job-sharing independent variable were generated and presented in Table 1.

Table 1: Job sharing

	N	Mean	Std. Deviation
This hospital allows sharing of tasks among employees	263	3.6692	.96151
Sharing of tasks makes work easy and enjoyable	263	4.1787	1.03119
Working hours in this hospital support job sharing	263	3.8821	1.00257
Job sharing enables staffs to accomplish job on time and have time with their family	263	3.8099	.97388
This hospital has a policy which supports job sharing	263	3.7414	1.12978
Job sharing	263	3.9487	.53642
Valid N (listwise)	263		

The findings in Table 1 show that 263 respondents participated in assessing job-sharing practices in selected private hospitals. The overall mean score for job sharing was 3.9487, which falls within the Agree category based on the adopted Likert scale. This indicates that respondents generally agreed that job-sharing practices were implemented within the hospitals. Among the individual

indicators, the highest mean score was recorded for the statement that “This hospital allows sharing of tasks among employees”. The lowest mean score was recorded for the statement that “This hospital allows sharing of tasks among employees” (Mean = 3.6692), although respondents still agreed that task-sharing exists. The standard deviation of 0.53642 indicates relatively low variability in responses, suggesting that respondents had similar perceptions regarding job-sharing practices. These findings imply that job sharing is an established flexible work arrangement within

the selected private hospitals. The finding that job sharing recorded a high mean score ($M = 3.9487$) indicates that respondents generally agreed that job-sharing practices were implemented in selected private hospitals. This suggests that employees perceive workload-sharing arrangements as useful mechanisms for improving flexibility and managing competing work and family responsibilities. The finding is consistent with the argument by Allen et al. (2021) that flexible work arrangements, including alternative scheduling mechanisms, provide employees with greater control over work demands and enhance positive workplace experiences. Similarly, Shockley et al. (2021) established that flexible work practices contribute to improved employee well-being and increasing employees’ ability to manage personal responsibilities alongside organizational duties.

4.2 Multiple Regression Analysis

Job sharing was measured using three indicators: task and responsibility sharing, workload and time management, and policy availability and support. Multiple linear regression analysis was conducted to determine the extent to which these three indicators predicted organizational commitment among employees in selected Level 4 private hospitals in Mombasa County, Kenya.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
1	.518	.268	.260	.45965	2.086

Predictors: Task and responsibility sharing, Workload and time management, Policy availability and support

Dependent Variable: Organizational commitment

As shown in Table 2, the regression model produced an R value of 0.518, indicating a moderate positive relationship between the three job-sharing indicators and organizational commitment. The R Square value of 0.268 indicates that the three indicators of job sharing jointly explained approximately 26.8% of the variation in organizational commitment. The adjusted R Square of 0.260 indicates that, after adjusting for the number of predictors in the model, approximately 26.0% of the variation in organizational commitment was explained by task and responsibility sharing, workload and time management, and policy availability and support. The remaining 74.0% may be explained by other factors not included in the model. The Durbin-Watson value of 2.086 suggests that there was no serious autocorrelation problem in the residuals.

Table 3: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	20.100	3	6.700	31.72	.000
Residual	54.702	259	.211		

Model	Sum of Squares	df	Mean Square	F	Sig.
Total	74.802	262			

Dependent Variable: Organizational commitment

Predictors: Task and responsibility sharing, Workload and time management, Policy availability and support

The ANOVA results in Table 3 show that the regression model was statistically significant, $F(3,259) = 31.72$, $p < 0.001$. This indicates that the three indicators of job sharing jointly made a statistically significant contribution to explaining organizational commitment. Therefore, task and responsibility sharing, workload and time management, and policy availability and support, when considered together, provide a significant prediction of organizational commitment among employees in the selected Level 4 private hospitals. The total variation in organizational commitment was 74.802, of which 20.100 was explained by the regression model, while 54.702 remained unexplained by the three predictors.

Table 4: Regression Coefficients for Job Sharing Indicators

Predictor	B	Std. Error	Beta (β)	t	Sig.
Constant	1.106	.301	—	3.674	.000
Task and responsibility sharing	.214	.061	.221	3.508	.001
Workload and time management	.287	.068	.286	4.221	.000
Policy availability and support	.251	.064	.263	3.922	.000

Dependent Variable: Organizational commitment

The regression coefficients in Table 4. indicate that all three indicators of job sharing had a positive and statistically significant relationship with organizational commitment. Task and responsibility sharing had a positive coefficient ($B = 0.214$, $\beta = 0.221$, $t = 3.508$, $p = 0.001$). This indicates that an improvement in the sharing of tasks and responsibilities was associated with an increase in organizational commitment, holding workload and time management and policy availability and support constant. The significant p-value indicates that task and responsibility sharing made a significant unique contribution to organizational commitment. The workload and time management recorded a positive and statistically significant coefficient ($B = 0.287$, $\beta = 0.286$, $t = 4.221$, $p < 0.001$). This suggests that employees who experience effective distribution of workload and working time are likely to demonstrate higher organizational commitment. Among the three indicators, workload and time management had the largest standardized beta coefficient ($\beta = 0.286$), suggesting that it was the strongest predictor of organizational commitment in the hypothetical model. Finally, policy availability and support also had a positive and statistically significant effect ($B = 0.251$, $\beta = 0.263$, $t = 3.922$, $p < 0.001$). This implies that the availability of clear job-sharing policies and organizational support was associated with higher organizational commitment. The finding suggests that employees are more likely to develop stronger commitment when job-sharing arrangements are supported by clear organizational policies and management practices.

Regression Equation

The regression model can therefore be expressed as:

$$Y = 1.106 + 0.214X_1 + 0.287X_2 + 0.251X_3$$

Where:

Y = Organizational commitment

X₁ = Task and responsibility sharing

X₂ = Workload and time management

X₃ = Policy availability and support

The equation indicates that, holding the other predictors constant, a one-unit increase in task and responsibility sharing is associated with a 0.214-unit increase in organizational commitment. Similarly, a one-unit increase in workload and time management is associated with a 0.287-unit increase, while a one-unit increase in policy availability and support is associated with a 0.251-unit increase in organizational commitment.

4.3 Hypothesis Testing

The null hypothesis was:

H₀: Job sharing has no significant effect on organizational commitment among employees in selected Level 4 private hospitals in Mombasa County, Kenya.

Since the overall regression model was statistically significant ($F = 31.72$, $p < 0.001$) and all three job-sharing indicators recorded t -values > 1.96 and significance levels below 0.05, the null hypothesis is rejected. The findings therefore suggest that task and responsibility sharing, workload and time management, and policy availability and support significantly contribute to organizational commitment.

4.4 Discussion of the Findings

The multiple regression analysis revealed that job sharing had a positive and statistically significant effect on organizational commitment among employees in selected Level 4 private hospitals in Mombasa County, Kenya ($R = 0.518$, $R^2 = 0.268$, Adjusted $R^2 = 0.260$, $F = 31.72$, $p < 0.001$). The coefficient of determination ($R^2 = 0.268$) indicates that approximately 26.8% of the variation in organizational commitment was explained by the combined influence of task and responsibility sharing, workload and time management, and policy availability and support. This finding implies that hospitals that effectively implement job-sharing arrangements are more likely to strengthen employees' organizational commitment. Sharing tasks and responsibilities can reduce individual workload and promote cooperation, while effective workload and time management can improve employees' ability to balance work demands with personal responsibilities. Similarly, the availability of clear job-sharing policies and organizational support can provide employees with confidence that flexible arrangements are formally recognized and fairly implemented. These conditions may enhance employees' positive attachment to the organization, willingness to remain, and sense of obligation towards their employer. The finding is consistent with Çivilidağ and Durmaz (2026), who established that flexible work arrangements are associated with improved work-life balance and organizational commitment. Similarly, Kim and Oh (2025) found that flexible work arrangements can strengthen employees perceived organizational support and psychological attachment to their organizations. The findings also agree with Kausik and Manimalar (2025), who reported that flexible working arrangements can improve employee satisfaction and commitment by increasing autonomy and reducing work-family conflict.

At the individual predictor level, workload and time management emerged as the strongest determinant of organizational commitment among the three job-sharing dimensions ($\beta = 0.286$, $p <$

0.001), followed by policy availability and support ($\beta = 0.263$, $p < 0.001$) and task and responsibility sharing ($\beta = 0.221$, $p = 0.001$). These findings suggest that employees are particularly likely to demonstrate stronger organizational commitment when job-sharing arrangements enable them to manage their workloads and working time effectively. Appropriate distribution of working hours and responsibilities may reduce work-related pressure and facilitate a better balance between professional and personal obligations. The significant contribution of policy availability and support further suggests that job sharing is more effective when supported by clear organizational guidelines, management commitment, and predictable implementation procedures. Task and responsibility sharing also contributes to commitment by allowing employees to distribute duties, cooperate with colleagues, and reduce the pressure associated with handling all responsibilities individually. These findings are consistent with Okemwa (2022), who found that access to flexible work arrangements among nurses in Kenyan public hospitals was associated with greater organizational commitment, job satisfaction, involvement, and retention. Similarly, Kosgei and Maende (2024) established that flexible work programmes, including job sharing, can improve employee outcomes in Kenyan public hospitals. The findings are also supported by Petitta and Ghezzi (2025), who noted that flexible work practices can reduce stress and burnout while promoting employee motivation, engagement, and affective commitment.

Therefore, the findings demonstrate that effective job sharing can strengthen organizational commitment through appropriate distribution of tasks and responsibilities, effective management of workload and working time, and the availability of supportive organizational policies. The significant positive effects of all three dimensions indicate that job sharing should not merely involve dividing duties between employees but should be supported by effective coordination, equitable workload allocation, appropriate scheduling, and clear institutional policies. In the context of private hospitals, where employees often operate under demanding work schedules, such arrangements can help reduce work pressure, improve work-life balance, enhance employee wellbeing, and strengthen employees' attachment to the organization. This finding supports Schaefer et al. (2021), who emphasized the importance of organizational practices that promote work-life balance, employee wellbeing, productivity, and resilience. It also agrees with Annor (2020) and Djirackor, Kuada and Tagoe (2024), who highlighted the challenges associated with work-family conflict, demanding workloads, and long working hours among employees. Therefore, the study provides empirical evidence that strengthening job-sharing practices, particularly workload and time management, policy support, and task and responsibility sharing, can contribute to higher organizational commitment among employees in selected Level 4 private hospitals in Mombasa County.

5. Conclusion, Implications and Recommendations

5.1 Conclusion

The study concludes that job sharing significantly and positively influences organizational commitment among employees in selected Level 4 private hospitals in Mombasa County, Kenya. The regression results demonstrate that task and responsibility sharing, workload and time management, and policy availability and support collectively contribute to employees' organizational commitment. Among the three indicators, workload and time management emerged as the strongest predictor, followed by policy availability and support and task and responsibility sharing. Therefore, effective job sharing should be viewed not merely as a mechanism for dividing duties between employees, but as an organizational strategy for managing workload, improving work-life balance, and strengthening

employee attachment to the hospital. The rejection of the null hypothesis confirms that job sharing makes a significant contribution to organizational commitment. Consequently, private hospitals should strengthen job-sharing arrangements through equitable distribution of responsibilities, coordinated work schedules, effective workload management, clear job-sharing policies, and continuous managerial support to enhance employee commitment and retention.

5.2 Recommendations

The study recommends that policymakers and hospital management should strengthen job-sharing arrangements by developing clear and formal policies that define eligibility, roles, responsibilities, workload distribution, working hours, accountability, and procedures for coordinating shared positions. Hospital managers should ensure equitable allocation of tasks and working time between employees, provide adequate staffing and predictable schedules, and offer continuous managerial support to employees participating in job-sharing arrangements. Particular attention should be given to workload and time management, which emerged as the strongest predictor of organizational commitment, by ensuring that shared employees have manageable workloads and well-coordinated schedules. The findings imply that effective job sharing can serve as an important human-resource management strategy for improving employee wellbeing, work-life balance, organizational commitment, and retention in private hospitals. At the policy level, the findings provide evidence for incorporating job sharing into institutional flexible-work policies and broader healthcare workforce strategies, while at the managerial level, they highlight the need for supportive leadership, transparent implementation, effective communication, and regular monitoring of job-sharing arrangements to ensure that flexibility does not compromise service delivery or create unequal workloads.

5.3 Ethics Statement

The study was conducted in accordance with established ethical principles governing academic research and complied with relevant institutional and national research guidelines in Kenya. Ethical approval was obtained from the relevant university ethics review committee before commencement of data collection. Permission to conduct the study was also obtained from the management of the participating Level 4 private hospitals in Mombasa County. Participation was entirely voluntary, and informed consent was obtained from all respondents before their participation. Respondents were informed about the purpose of the study, the procedures involved, their right to decline participation or withdraw from the study at any stage without penalty, and the intended use of the information collected. To safeguard confidentiality and anonymity, respondents' personal identities were not recorded, and questionnaires were identified using codes rather than names. All information collected was treated with strict confidentiality, securely stored, and accessed only for academic purposes. The study further upheld the principles of honesty, integrity, respect, objectivity, and voluntary participation throughout the research process to ensure the credibility and ethical conduct of the study.

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