



The Strategic
**JOURNAL of Business & Change
MANAGEMENT**

ISSN 2312-9492 (Online), ISSN 2414-8970 (Print)



www.strategicjournals.com

Volume 11, Issue 3, Article 045

ADOPTION OF INFORMATION COMMUNICATION TECHNOLOGY IN HYBRID WORKING AND EMPLOYEE PERFORMANCE IN AFRICAN DEVELOPMENT BANK IN NAIROBI CITY COUNTY, KENYA

Otieno Daniel Onyango & Dr. Makhamara Felistus PhD

ADOPTION OF INFORMATION COMMUNICATION TECHNOLOGY IN HYBRID WORKING AND EMPLOYEE PERFORMANCE IN AFRICAN DEVELOPMENT BANK IN NAIROBI CITY COUNTY, KENYA

¹ Otieno Daniel Onyango & ² Dr. Makhamara Felistus PhD

¹ Student, School of Business, Economics and Tourism, Kenyatta University, Kenya

² Lecturer, School of Business, Economics and Tourism Kenyatta University, Kenya

Accepted: September 2, 2024

DOI: <http://dx.doi.org/10.61426/sjbcm.v11i3.3053>

ABSTRACT

In light of the challenges posed by the Covid-19 pandemic and the current state of the global economy, hybrid working arrangements that combine in-person and remote work are becoming increasingly common. Employees play a crucial role in the operations of organizations, including the banking industry and the African Development Bank in Kenya, just like they do in any other sector. This research aimed to explore the effect of information communication technology, on employee performance at the African Development Bank in Nairobi City County, Kenya. The study was based on four theories and one model, namely the Technology Acceptance Model, Social Exchange Theory, Personal Environment Fit Theory, and Herzberg's Two-Factor Theory. Descriptive research design was employed in this study. 337 staff members from important divisions of the African Development Bank in Nairobi, Kenya, made up the target population. To ensure unbiased participant selection, simple random sampling was used, and stratified sampling was utilized to group respondents according to their departments. A total of 101 individuals, representing 30% of the target population, constituted the sample size. Quantitative data were generated through the administration of structured questionnaires employing a five-point Likert scale. To evaluate the research instruments, a pilot study was carried out with 10 participants, which corresponded to 10% of the overall sample. The questionnaire's reliability was determined through the utilization of the Cronbach Alpha formula, while the validity of the instruments was assessed based on input from supervisors, content analysis, and construct examination. Analysis of the data involved the application of descriptive statistics. Furthermore, to explore the connections between the variables, regression and correlation analyses were performed. The analysis of quantitative data employed both inferential and descriptive statistics, facilitated by the use of the Statistical Package for Social Sciences. The findings indicated a notable positive effect of the adoption of information and communication technology, on employee performance. The study concluded that the implementation of ICT adoption streamlines processes, improves service delivery, enhances customer engagement and fosters innovation within banking operations. In order to accommodate cutting-edge technologies like cloud computing, big data analytics, and cybersecurity measures, the bank ought to upgrade its existing IT infrastructure. Employees may experience reduced commuting time, resulting in increased focus and productivity.

Key words: Adoption, Information Communication Technology, Employee Performance

CITATION: Otieno, D. O., & Makhamara, F. (2024). Adoption of information communication technology in hybrid working and employee performance in African Development Bank in Nairobi City County, Kenya. *The strategic Journal of Business & Change Management*, 11 (3), 718 – 728. <http://dx.doi.org/10.61426/sjbcm.v11i3.3053>

INTRODUCTION

Employee performance is defined as a worker's attitude toward their job. Various standards are employed to assess an individual's conduct at work, which differ depending on the task at hand (Manjiro, 2020). These criteria go beyond simply completing tasks; generally, workers are assessed according to how well they perform their jobs in relation to pre-established standards that the company has set (The American Productivity and Quality Centre, 2018). Establishing behavioral guidelines through standards for every member of the organization is crucial to achieving its goals. Performance evaluation evaluates how an employee acts in connection to a particular task. Employee performance evaluation involves a thorough assessment of an employee's work over a specific period, ensuring all objectives are met to determine the level of goal achievement (USAID, 2019). Generally, employees are measured against these standards to help the employer assess the organization's progress. For an organization to thrive, it is imperative to have high-performing employees. Achieving this objective is contingent upon the organization establishing effective mechanisms for assessing employee performance. These mechanisms are crucial in enabling employees to make significant contributions towards the organization's goal attainment. The criteria used to evaluate employee performance in this research include the quality of work, efficiency, low absenteeism rates, task completion rates, as well as creativity and innovation.

According to Grzywacz, Carlson, and Shulkin (2018), hybrid working arrangements are a popular practice in companies where workers are free to choose their own work location and schedule as long as they fulfill their obligations. Giannikis and Mihail (2019) state that hybrid working arrangements (HWA) are a component of the Work-Life Balance (WLB) programs that businesses have implemented to help staff members manage their obligations to their families and their careers. These initiatives, also known as family-friendly workplace practices,

enable employees to adjust their schedules to accommodate family responsibilities like childcare, school runs, and elderly care (Giannikis and Mihail, 2019). Apart from hybrid work arrangements, family-friendly policies encompass leave policies, childcare provided by the employer, and assistance with senior care, as outlined by OECD (2010). Hybrid working pertains to the organization's working structure concerning working hours, location, and patterns (Chartered Institute of Personnel and Development, 2020). Part-time work, job sharing, shift work, and hybrid working arrangements that help employees balance work and family commitments within designated "core hours" set by the organization are common forms of employment (Lim & Teno, 2020).

Many businesses were forced by the worldwide COVID-19 pandemic to update their workplace models, moving away from traditional office environments and toward collaborative economy models, e-commerce, and digital operations (Elrhim & Elsayed, 2020). More than 4 million individuals in Australia (31% of the labor force) and 50 million individuals in the ASEAN-6 nations might change to remote work more than quite a long while, as per a Deloitte review led in November 2020. Moreover, the survey indicated that 77% of employees desired increased flexibility in their work methods and locations, with 65% believing their productivity rose since shifting to remote work. This trend is supported by Spurk and Straub's (2020) observation that the pandemic altered employees' motivation levels, commitment, management of work-life balance and job satisfaction, which led to the adoption of hybrid work arrangements and enhancing employees' performance in organizations.

As outlined by Griffis (2021), every organization tailors a hybrid model to suit its specific requirements and those of individual employees. Work schedules, policies regarding human resource management (HRM), and the use of information and communication technology (ICT) are examples of factors, and job locations play crucial roles in

enabling hybrid work arrangements. Moreover, Hybrid work setups are made possible in large part by employees' willingness to accept such arrangements for how work tasks are designed and how to strike a balance between work and personal life. A developing measure of examination shows that even after the COVID-19 pandemic, remote work and flexible work schedules might still be the most popular work arrangements (Abid, 2020). It is generally accepted that creating a work environment that is accommodating to family obligations and flexible, with choices such as remote work and adjustable work schedules, can improve workers' general well-being (Stritch, 2022 et al.).

Implementing ICT methodologies, systems, and tools into an organization's procedures, policies, and operations is known as ICT integration. To further develop efficiency, effectiveness, correspondence, and dynamic inside the organization, a variety of ICT assets, such as hardware, software, networks, and digital platforms, must be deployed and used (Deloitte, 2020). The development of technology has opened up a world of opportunities while also, challenges encountered by organizations by transforming the dynamics among consumers, enterprises, suppliers, and occasionally, entire sectors (Kabui, 2021). Prior to the pandemic, email and face-to-face interactions were the favored means of communication. However, with the onset of the pandemic, in order to facilitate collaboration on organizational projects, workplaces migrated to platforms like Zoom for video calls and instant messaging (Yang, et al., 2021). Real-time communication was made possible by these platforms, which improved workflow (Elrhim and Elsayed, 2022) and prompted the ascent in notoriety of devices like Leeway and Microsoft Groups (Woz, 2022). These stages empower associations to work with more successful video conferences and topic-specific chatrooms, automate tasks across various teams and individuals, and guarantee that all staff members

are informed of relevant information. Companies can simulate their physical workspace in a virtual environment by using programs like Google Workspace and Microsoft Office 365 (Naramurthy, 2021).

Kenya is classified as a lower-middle-income economy, characterized by a Gross National Income (GNI) per capita of \$1734 as of 2020. The economic expansion averaged 5.6% between 2015 and 2019 but decelerated to 1.4% in 2020, ascribed to the COVID-19 pandemic's effects. Despite this growth, there has been no discernible reduction in poverty, unemployment, and income disparity. The inflation rate, averaging 5% during this period, stays between the specified 2.5% and 7.5% target range. Both the fiscal and current account deficits have progressively widened, reaching 8.3% and 6% of GDP in 2020, respectively. This increase in public debt, from 61% in 2019 to 69% of GDP, is primarily due to augmented domestic and external borrowing to cover the fiscal deficit, heightened interest payments, and depreciation of the local currency. The evaluation of Kenya's debt sustainability by the IMF/WB in March 2021 indicates a significant risk of debt distress, mainly stemming from solvency and liquidity concerns. The future prospects appear promising, contingent upon the timely distribution of the COVID-19 vaccine, favorable weather conditions, a peaceful lead-up to the 2022 election, and effective mobilization of both domestic and external funds to support the post-COVID-19 recovery agenda. Projections suggest a GDP recovery in 2021, surpassing pre-pandemic levels by 2022, although it is expected that inflation will stay within the target range. Furthermore, it is expected that the fiscal and current account deficits will contract to 7% and 5% of GDP, respectively. Potential risks to this positive forecast include delays in vaccine distribution and inadequate funding for growth recovery initiatives (*Country strategy paper 2019-2023 mid-term review and country portfolio performance review*). The evaluation of the Bank Group's portfolio in Kenya was deemed satisfactory. The mean performance

score stood at 3 (on a scale of 1-4) as of the conclusion of March 2021, mirroring the figure from 2020 and slightly below 3.17 in 2019, primarily attributed to the sluggish implementation and disbursement rates resulting from the COVID-19 restrictions. The overall portfolio faces challenges stemming from restricted budget allocations and delays in land procurement, staff underperformance due to the implementation of hybrid working arrangements, talent drain, sluggish processing of disbursement requests at the National Level, project commencement delays, and the deduction of withholding tax at the source on payments made to contractors and service providers.

Statement of the Problem

In the global economy and amidst the Covid-19 pandemic, there has been a growing trend toward remote and in-person work environments that combine hybrid working arrangements. It is widely recognized that employees constitute the most invaluable asset of any organization worldwide, with the organization's triumph contingent upon the effectiveness of their performance (Muriithi, 2023). Financial institutions, particularly banks, assume a vital part in the economy by working with financial transactions on both domestic and international levels. Notably, at the African Development Bank in Kenya, the level of job satisfaction among employees has significantly decreased since the pandemic began, coupled with a significant increase in working hours. Many employees have reported working longer hours than previously, expressing heightened concerns regarding potential job loss and salary reductions (Cheruiyot, 2022). There is a glaring absence of employee involvement in the bank's daily operations, potentially leading to subpar work performance, subsequently resulting in reduced customer satisfaction levels, diminished progress in sales, and profitability for the organization, Mutuku & Makhamara, (2023). Furthermore, there is a deficiency in providing feedback to employees from their superiors or supervisors. The individual and

group targets established by the bank for employees to achieve are frequently not met, leading to inefficiencies (AfDB, Report, 2022).

Objectives of the Study

The study sought to investigate the effect of Adoption of ICT in Hybrid working and Employee Performance at African Development Bank in Nairobi City County, Kenya.

Research Questions

What is the effect of Adoption of ICT in Hybrid working and Employee Performance at African Development Bank in Nairobi City County, Kenya.

Significance of the Study

The outcomes would be crucial for human resources managers at the AfDB. They would learn how employee performance is affected by adoption of ICT in Hybrid Working. Furthermore, this would aid them in developing strategies to improve the hybrid work setup for better employee performance. The findings would be significant for policymakers as they would gain deeper insights into how hybrid work arrangements affect employee performance. This would assist them in formulating policies that ensure this arrangement meets the required standards to enhance employee performance. Researchers and academics would acquire more knowledge on how adoption of ICT in Hybrid Working influence employee performance. The research would offer valuable information for future reference studies.

Scope of the Study

The main objective was to investigate the effects of adoption of ICT in Hybrid Working on employee performance at the African Development Bank located in Nairobi City County, Kenya. This study's target population consisted of 337 employees from various functional departments within the African Development Bank (AfDB) in Nairobi, including human resources and development, finance, sales and marketing, operations, research and development, and information communication technology. Descriptive research methodology was employed, in addition to the use of semi-structured

questionnaires for data collection. The research focused on a timeframe of two years, spanning from June 2021 to June 2023.

LITERATURE REVIEW

Theoretical Literature Review

This study was explained by four theories and a model i.e. Technology Acceptance Model, Person-Environment Fit Theory, Herzberg Two-Factor Theory and Social exchange theory.

Technology Acceptance Model

To assess how ICT adoption affects worker productivity, Fred Davis developed the Technology Acceptance Model (TAM) in 1989. Technologies for hybrid working arrangements, according to Lopez-Leon, Forero, and Ruiz-Díaz (2020), make it easier for essential components like organization, communication, and teamwork. Advancements in technology have made it possible for practices such as remote work, suggesting that remote work will become simpler, more accessible, and more efficient in the future (Allen, Golden, & Shockley 2015). TAM serves as a tool to assess users' reception of novel technology, aiming to gauge and explain how they have embraced information technology (Davis & Venkatesh, 1996), including the manner and schedule in which they have embraced and used new technology.

Person-Environment Fit Theory

Schneider developed the theory in (1987). As per the fit theory, individuals possess an innate inclination to assimilate with their surroundings and actively seek out situations that mirror their own characteristics. The desire to conform stems from the value placed on consistency, the reduction of uncertainty, the need for social belonging, and the pursuit of happiness and contentment in life. Fit is essential for improving social interactions and making it easier to understand the actions of others (Yu 2013). The theory underscores the dynamic interplay between an individual's traits and the surrounding environment, wherein the individual not only exerts influence but also experiences the impact of the environment. An individual's

motivation, actions, and overall physical and mental well-being can all be influenced by the degree of compatibility with their surroundings. This theory highlights the harmonious relationship between individuals and their environment. The physical work environment can have implications for an individual's health and work-related behaviors. Consequently, this theory aids in elucidating the effects of job environment and work scheduling variables in research, thus providing support for these concepts.

Social Exchange Theory

The concept of social exchange was introduced in 1958 through a piece authored by an American sociologist named George Homans, titled "Social Behavior as Exchange." Homans developed a theory that merged fundamental economic principles with the principles of behaviorism. A relationship is formed when two people carefully weigh the benefits and drawbacks of each other, according to the social exchange theory. Social trade hypothesis is predicated on various center assumptions about relational elements and human way of behaving. The first assumption is that people tend to look for benefits while avoiding punishment. An additional fundamental assumption is that people start conversations with the intention of maximizing benefits and minimizing expenses, spurred by oneself serving question "how might this benefit me?" A third assumption states that before engaging in any interaction, people typically weigh the benefits and drawbacks. Lastly, the theory assumes that people are aware of how this "payoff" changes over time between different people and even with the same person. Social trade hypothesis is material in various settings. When people interact with others and their surroundings, their actions can be seen as the outcomes of their cost-benefit analyses, according to the Social Exchange Theory. An individual will participate in a behavior if they believe the advantages of doing so outweigh the disadvantages. On the other hand, the behavior won't be implemented if it is determined that the costs outweigh the benefits.

Empirical Literature Review on ICT Adoption in Hybrid Working and Employee Performance

An investigation into the effect of technology adoption on organizational productivity within well-known Malaysian IT firms was carried out by Lakhwani, Dastane, Satar, and Johari (2020). Using a quantitative research methodology and an explanatory research design, the study collected data using an online and offline survey that included a self-administered questionnaire. 300 IT managers and senior executives were chosen for the participant group using snowball sampling. The review's discoveries showed that while IT information the executives adversely affects its hierarchical efficiency organizations in Malaysia, mechanical progressions and a solid IT framework impact authoritative efficiency. A methodological gap found is that the current study took a different approach from the previous one, which was explanatory in nature.

Muruiki (2023) examined the utilization of Information Technology in enhancing Supply Chain efficiency within Small and Medium Enterprises in Kenya. The investigation's main goal was to persuade other SMEs to completely incorporate IT into their supply chain operations. A particular SME entity, International Energy Technik Limited, was chosen for a case study. Results indicated that IT has enhanced transaction processes across various functions and has been seamlessly integrated to facilitate information flow. This integration occurs between procurement and planning, as well as logistics and warehouse operations. The implementation of various technologies has led to reduced operational costs within the supply chain, resulting in significant cost savings. Moreover, order

lead times have been shortened, and customer service has improved significantly. Customers from both inside and outside the company have expressed their satisfaction with the supply chain's quick response. A disparity exists conceptually, as the previous study focused on supply chain performance in SMEs, while the upcoming research centered on employee performance.

Cheruiyot (2019) looked into how Kenyan dairy societies performed after implementing financial information system technologies. The Theory of Constraints (TOC) and the Diffusion of Innovation theory (DOI) served as the research's compass. The study demonstrated the causal relationship between organizational performance and technology adoption by using an explanatory research design. Twenty dairy cooperative societies in Uasin Gishu County were the subject of an extensive survey. Data collection involved the use of questionnaires, with a reliability pretest conducted on two dairy societies. The performance of dairy societies was found to be significantly and favorably impacted by the reception of ICT. To improve organizational performance and sustain competitiveness, the research recommends implementing policies regarding ICT, product processing technologies, financial information system technologies, and HR information system technologies. One major difference in this research is its use of a census method, pointing out a gap in methodology when compared to the existing study, which was more descriptive. Moreover, the difference in context is due to the study's setting - Uasin Gishu versus the forthcoming study in Nairobi County.

Conceptual Framework

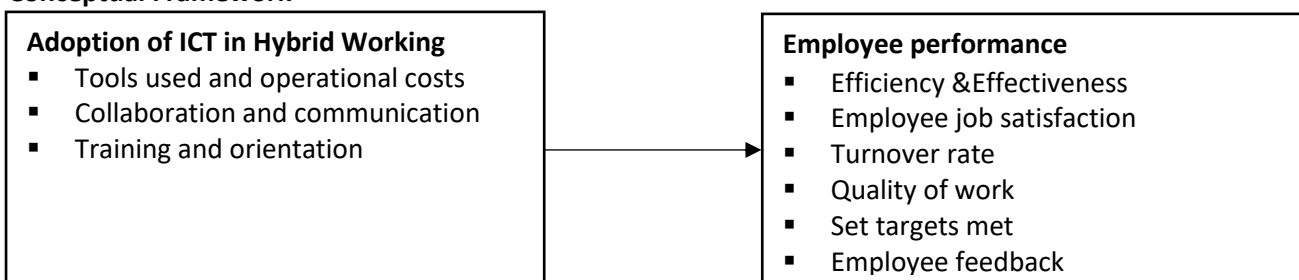


Figure 1: Conceptual Framework

METHODOLOGY

Research Design: The study opted for a descriptive research design that identifies and elucidates variables present in a specific scenario.

Target Population: The study population, in this case, consisted of the African Development Bank employees and was classified based on their respective departments.

Sampling technique: The investigation utilized a method of stratified simple random sampling, where each category was assigned a proportionate allocation

Sample size: This research utilized 30% of the target populace, which consists of 337 participants in crucial divisions giving a sample size of 101 respondents.

Data Collection Instrument: To obtain primary data, a semi-structured questionnaire was employed

Pilot Study: A preliminary investigation is structured to preempt some of the potential challenges that may arise in the primary research in advance (Cooper & Schindler, 2006). In order to validate the questionnaire, a pilot study utilized a 10% subset of

the research sample, consisting of 10 participants. The instrument's contents were evaluated to see if it measured what it should have and whether the sentences were well-constructed. The study concentrated on content and construct validity and supervisor input. To evaluate internal consistency, the questionnaire's reliability was statistically analyzed using Cronbach's alpha, which measured internal consistency. It was then approved with an overall dependability coefficient of 0.7.

Data Collection Procedure: The investigator had to obtain approval and authorization from NACOSTI to carry out the research. By using a letter from Kenyatta University to introduce someone. Each person involved in the study got their own survey to fill out.

Data Analysis and Presentation: Descriptive analysis was utilized. Inferential statistics was also employed the data was presented in tabular form

FINDINGS AND DISCUSSIONS

Response Rate

This part provides an overview of the response rate achieved throughout the data gathering stage, which included distributing questionnaires to 101 participants.

Table 1: Response Rate

Response	Frequency	Percentage
Questionnaire returned	91	90.1
Questionnaire not returned	10	9.9
Total	101	100

Table 1 shows that the research achieved a total response rate of 90.1%, with 91 out of 101 questionnaires being returned. Hence, this response rate of 90.1% was considered sufficient

for the analysis of the data. This matches Baruch's (2012) advice that a response rate of at least 80% is required for successful data analysis.

ICT Adoption

Table 2: ICT Adoption

Statement	M	SD
There is job sharing arrangement in AfDB	4.62	0.377
Bank employees are allowed to share responsibilities.	4.54	0.455
Sharing job responsibilities with my team gives me satisfaction	4.28	0.738
Job sharing enhances my skills, as well as those of the team members.	3.97	1.027
Job sharing enhances employee efficiency	4.59	0.401
I work effectively when I share with my team work.	4.30	0.699
I produce quality work when I share team some responsibilities given	4.33	0.688
Aggregate mean and standard deviation score	4.38	0.626

Table 2 above shows that all participants at the African Development Bank in Nairobi agreed on the positive impact of ICT adoption on employee performance, with a mean score of 4.38 and a standard deviation of 0.626. This aligns with Muriuki's (2023) research, which found that IT significantly improved transaction processes and information flow in Small and Medium Enterprises in Kenya. There was a strong expression of agreement on the following statements; There is job sharing arrangement in AfDB (M=4.62, SD=0.377), Job sharing enhances employee efficiency (M=4.59, SD=0.401), bank employees are allowed to share responsibilities (M=4.54, SD=0.455). The finding concur with Kabui (2021), research which observe that the development of technology has opened up a world of opportunities while also, challenges encountered by organizations

by transforming the dynamics among consumers, enterprises, suppliers, and occasionally, entire sectors.

The respondents expressed agreement on the following statements; they produce quality work when they share their team some responsibilities given (M=4.33, SD=0.688), they work effectively when they share with my team work (M=4.30, SD=0.699), sharing job responsibilities with my team gives me satisfaction (M=4.28, SD=0.738), Job sharing enhances my skills, as well as those of the team members (M=3.97, SD=1.027). The finding agree with Deloitte (2020) report which indicate that implementing ICT methodologies, systems, and tools into an organization's procedures, policies, and operations is known as information and communication technology (ICT) integration.

Employee Performance

Table 3: Employee Performance

Statement	M	SD
My productivity at the bank is impacted by the flexibility of work arrangements.	3.25	1.749
Juggling work and family responsibilities has a direct impact on my work performance.	3.08	1.818
Utilizing a hybrid work model allows me to leverage my strengths, ultimately enhancing my performance.	3.01	1.891
I efficiently finish tasks within designated time frames.	2.85	2.148
I successfully meet both individual and group targets set by the bank.	2.65	2.347
My exceptional performance is acknowledged by the bank.	2.91	2.086
The bank acknowledges and rewards my outstanding performance.	3.24	1.753
I am presented with opportunities for performance enhancement when necessary.	2.84	2.151
My quality of work is satisfactory and recognized by the bank	3.12	1.881
Aggregate mean and standard deviation score	2.99	1.980

Table 3 shows that all participants at the African Development Bank in Nairobi responded positively to employee performance statements, with a mean score of 2.99 and a standard deviation of 1.980. The finding is in contrary to Munguti (2022) research observation that the concept of employee performance entails an employee's capacity to achieve set objectives according to specific standards. The finding also disagrees with the Nielsen & Einarsen, (2018) research which observe that human resource managers commonly evaluate employee performance on a yearly or quarterly basis to aid employees in recognizing areas for potential improvement. The study showed that the implementation of Information and Communication Technology (ICT) greatly affected the African Development Bank situated in Nairobi City County, Kenya ($t=7.426$, $p=0.001$). These statistical figures suggest a strong correlation between ICT adoption and enhanced performance metrics within the organization. This result aligns with findings from a previous study finding by Sirirak, Islam and Bakhang (2021) which highlighted the transformative role of ICT in financial institutions across the African continent

CONCLUSIONS AND RECOMMENDATIONS

The research assessed the impact of job sharing on employee performance at the African Development Bank in Nairobi, Kenya, finding a significant positive effect on overall organizational performance. The research evaluated the impact of ICT adoption on employee performance at the African Development

Bank in Nairobi, Kenya, finding a significant positive effect between these variables. There is job sharing arrangement in AfDB. In conclusion, the study concludes that ICT adoption streamlines processes, improves service delivery, enhances customer engagement and fosters innovation within banking operations. Employees are able to concentrate on more strategic activities that require creative thinking and critical thinking because ICT automate routine tasks like report generation and data entry. ICT facilitates the creation and management of knowledge repositories, enabling employees to access valuable information and best practices easily. This can enhance decision-making and innovation.

Lastly the study recommended that the bank enhances its current ICT infrastructure to accommodate advanced technologies, including cloud computing, big data analytics, and cybersecurity protocols. Ensure a high-speed internet access to facilitate seamless communication and data transfer. Execute regular instructional meetings to furnish workers with the essential abilities to successfully utilize new advancements. Include representatives in the dynamic cycle in regards to ICT reception to cultivate a feeling of responsibility and diminish protection from change. Provide transparent information about the benefits of ICT adoption and how it aligns with the bank's goals. Utilize the expertise and resources of technology providers and other stakeholders to implement ICT.

REFERENCES

- Beño, M. (2021). Commuting to work versus e-commuting: Data from an Austrian company in Pre-COVID-19 era, during 1st lockdown, after easing and during 2nd lockdown. *Ad Alta: Journal of Interdisciplinary Research*, 11(1), 25-31.
- Boshkoska, M. & Jankulovski, N. (2020) 'Coronavirus Impact on Global Economy,' *Annals of 'Constantin Brancusi' University of Targu-Jiu. Economy Series*, (4), pp. 18–24.
- Chetty, R., Friedman, J. N., Hendren, N., Stepner, M., & The Opportunity Insights Team. (2020).

How did COVID-19 and stabilization policies affect spending and employment? A new real-time economic tracker based on private sector data (Vol. 27431). Cambridge, MA: National Bureau of Economic Research.

Communications Authority of Kenya,(2022). CA Annual Report for the Financial Year 2021-2022.

Dorothee Allain-Dupré (2020), 'The Territorial Impact of COVID-19 : Managing the Crisis across Levels of Government' OECD Tackling Coronavirus

Einwiller, S., Ruppel, C., & Stranzl, J. (2021). Achieving employee support during the COVID-19 pandemic – the role of relational and informational crisis communication in Austrian organizations. *Journal of Communication Management*, 25(3), 233–255. <https://doi.org/10.1108/JCOM-10-2020-0107>

Fade, S. A., & Swift, J. A. (2019). Qualitative research in nutrition and dietetics: Data analysis issues. *Journal of Human Nutrition & Dietetics*, 24(2), 106- 114.

Gratton, L. (2021). Four principles to ensure hybrid work is productive work. MIT Sloan management review, 62(2), 11A-16A. Griffis, H. (2021). What is a hybrid work model, and how do we make it work? <https://builtin.com/remote-work/hybrid-work-model>

International Labour Office (ILO) and Federation of Kenyan Employers (FKE). (2022). The Next Normal: The changing workplace in Kenya, International Labour Office.https://www.ilo.org/wcmsp5/groups/public/ed_dialogue/act_emp/documents/publication/wcms_849638.pdf

Junglas, I., Goel, L., Rehm, S. V., & Ives, B. (2022). On the benefits of consumer IT in the workplace. An IT empowerment perspective. *International Journal of Information Management*, 64, 102478.

Spurk, D., & Straub, C. (2020). Flexible employment relationships and careers in times of the COVID-19 pandemic. *Journal of vocational behavior*, 119, 103435.

Edwin., M(2 020) Job sharing and organizational performance of telecommunication companies in Rivers State, Nigeria. *International Journal of Innovative Social Sciences & Humanities Research* vol 8 no 1, pp 92-100. 2020. <https://seahipaj.org> › full › IJISSHR-M-10-2020

Mbiu, A. K., & Nzulwa, J., (2018). Influence of Human Resource Planning on Employee Productivity in County Governments in Kenya. *The Strategic Journal of Business & Change Management*, Vol. 5, Iss. 4, pp 193 - 214, www.strategicjournals.com.

Mendoza, K. J. A., Asio, J. M. R., Abarintos, E. C., & Paguio, D. P. (2022). Readiness of Faculty and Staff for Alternative Work Arrangements: Implications for a Hybrid Workforce Model. *International Journal of Multidisciplinary: Applied Business and Education Research*, 3(10), 1921-1932.

Muiruri, J. W. (2021). *Effect of Technological Innovations on Performance of Accounting Firms: A Case Study of the Big Four Accounting Firms in Kenya* (Doctoral dissertation, United States International University-Africa).

Natasha, M., & Abbi, H., (2022). The impact of remote and hybrid working on workers and

organizations. UK Parliament Post.

Rožman, M., & Čančer, V. (2022). Appropriately organized work and employees' concerns related to work from home during the COVID-19 pandemic: the case in Slovenia. *Employee Relations: The International Journal*, 44(7), 63–80. <https://doi.org/10.1108/ER-09-2021-0402>

Rožman, M., & Tominc, P. (2022). The physical, emotional and behavioral symptoms of health problems among employees before and during the COVID-19 epidemic. *Employee Relations: The International Journal*, 44(7), 19–45. <https://doi.org/10.1108/ER-10-2020-0469>

Parker, S. K., Wall, T. D., & Cordery, J. L. (2020). Future work design research and practice: Towards an elaborated model of work design. *Journal of occupational and organizational psychology*, 74(4), 413-440

Soubjaki, M. (2021). The Impact of Covid-19 on Employees Engagement. *Journal of Contemporary Research in Business Administration and Economic Sciences*, 1(2). <https://doi.org/10.52856/jcr311280122>

Yingjun, Z. H. (2019). Impact Of Workplace Environment On Employee Performance: Mediating Role Of Employee Health. *Pakistan: Business Management and economics engineering*.doi:<https://doi.org/10.3846/bme.2019.10379>

https://www.researchgate.net/publication/357836304_THE_IMPACT_OF_WORK_ENVIRONMENT_ON_EMPLOYEES_PERFORMANCE [accessed Jan 04 2024].