

**INFLUENCE OF FLEXIBLE WORK PRACTICES ON EMPLOYEE PERFORMANCE
IN THE PUBLIC SERVICE COMMISSION, KENYA****¹John Kioko Ngayai, ²Dr. Magdalene Ndeto**¹Masters Student, Jomo Kenyatta University of Agriculture and Technology²Lecturer, Jomo Kenyatta University of Agriculture and Technology**ABSTRACT**

Over the years, there has been a growing concern for public sector performance improvement around the world. Kenya has implemented several productivity improvement interventions in the past, but the country's level of productivity remains dismally low. The increasingly complex issues and rising demands for quality public service that the government confronts on a daily basis require a new approach to managing human resources. The public sector, therefore, needs to consider ways to change the way it operates so that it can be more consistently oriented to productivity goals. The purpose of this study was to examine the influence of flexible work practices on employee performance in the Public Service Commission in Kenya. The research objectives were to investigate the extent to which telecommuting (remote working) and hybrid work arrangements influence employee performance in the Public Service Commission of Kenya. The study adopted a descriptive research design. The target population was 223 employees consisting of the top, middle, lower and non-management employees who were randomly selected. The study used a sample of 143 subjects. Since the target population is heterogeneous, stratified and simple random sampling techniques were employed during sample selection. Data collection was by means of a questionnaire. Descriptive statistics were used to analyze the data. Quantitative responses based on Likert scale were coded on the computer using Statistical Package for Social Sciences (SPSS). The study also employed inferential statistics (correlations and regression) to determine whether the relationship between flexible work and career employee performance is significant or not. Processed data was then presented using simple frequencies and percentages and summarized in Tables. The researcher also observed ethical and legal issues in research. The study results were presented through use of tables and figures. The study concludes that hybrid work has a significant effect on employee performance in the Public Service Commission in Kenya. The study also concludes that remote working has a significant effect on employee performance in the Public Service Commission in Kenya. Public Service Commission in Kenya should develop clear and comprehensive policies for hybrid work arrangements that outline expectations, guidelines, and procedures for both managers and employees. Public Service Commission in Kenya should also foster a culture of teamwork and collaboration among remote teams by providing opportunities for virtual team meetings, brainstorming sessions, and collaborative projects

Key Words; Flexible Work Practices, Employee Performance, Telecommuting (Remote Working) and Hybrid Work Arrangements

Background of the Study

A couple of years ago, a wave of technological, economical, societal, demographic and environmental changes has occurred, which has pushed public and private organizations to find solutions to remain innovative, responsive, flexible, and more efficient and effective (Palvalin 2017; Taskin et al. 2017; Van Steenberg et al. 2017). This has brought radical changes in the human experience of work both in the nature of work performed, the time and how employees' performance are obtained in the organization. The rapid advance of technology and increasing use of information technology (IT) has made it feasible for workers to fulfill their work obligations in unusual settings remote from the offices and to utilize their own time flexibly to reduce work-life conflict (Choi, 2018).

International Labour Organizations global report on flexible work arrangements of 2020 rates Kenya among those with the highest prevalence of long working hours more than 48 hours per week (ILO, 2020). This makes it difficult for employees to keep a balance between job, family and other personal issues (Muhammadi et al., 2019). Hence this has resulted in work-life conflicts which have been found to be associated with mental health issues like stress and depression (Beck & Davis, 2019) which in the long run affects the performance of the organization.

Hybrid work refers to a spectrum of flexible work arrangements in which an employee's work location and/or hours are not strictly standardized. Hybrid work is not just about different locations, but also different timings and different schedules (Kropp, 2022). A hybrid work is a flexible working model that incorporates a mixture of in-office and remote work in an employee's schedule. Hybrid working is seen as a viable answer to incompatibilities between people's professional and personal lives stemming from major societal issues, being boosted by current COVID19 pandemic issues (Mitev et al. 2021). Employees occasionally have the ability to pick and choose when they work from home and when they come into the office.

Just like in the case of the definition, studies and official statistics often use different lists of flexible job practices. Most often mentioned include part-time work, flexitime, working from home, mobile working, job sharing and a compressed workweek (Beatson, 2019). According to Klindzic and Marić (2019), they are those programs designed by employers to allow employees have more scheduling freedom to enable them to perform the obligations required of their positions, with the aim of achieving increased flexibility for organizations, better work-life balance and improved organizational performance. There is no one-size-fits-all hybrid model. Each organization develops a hybrid model based on the needs of the company and the needs of the individual employee

Flexible working has grown in popularity after the onset of the COVID-19 pandemic, with many employees working from home who were previously solely office-based..Most of the flexible working models we see today have come about because of necessity as many organizations had no choice but to adapt to conducting work remotely and to meet the requirements put in place by governments. When in-person social contact was limited, these arrangements were the saving graces for many organizations, and it is likely that the working model will be here to stay for many businesses.

Work flexibility offers employees a balance between their professional and personal lives, leading to job satisfaction and high performance and an overall improvement of the organization (Davidescu et al, 2020). There is a wide range of research and a strong evidence base on how flexibility can support sustainability initiatives, attract and retain talented individuals, increase productivity and support wellbeing (CIPD, 2021). The mentioned effects of using flexible work

arrangements have led to forming an opinion that implementing their use should be increased (CIPD, 2020).

According to Kipkoech (2018), employee performance is defined as a work-related task that is expected on employees and how well the task was done. Furthermore, Muda, Rafiki, and Harahap (2019) stated that within the framework of the professionals, good employee performance mirrors the ability to contribute through their works leading to the behavioral achievement that is in accordance with the goals of the company.

Accordingly, employee performance means the ability of an employee to perform the job in a particular way that leads both organization and the employee to achieve their common goals and objectives (Mendis & Weerakkody, 2017). Employee performance includes executing defined duties, meeting deadlines, employee competency, and effectiveness and efficiency in doing work (Iqbal, Anwar & Haider, 2020). According to Kipkoech (2018), employee performance is defined as a work-related task that is expected on employees and how well the task was done. Meanwhile, the level of the enterprises' success depends on the performance of the human resource management. Additionally, Dahkoul (2018) mentioned that performance incorporates the resulting outcomes of the performed actions of employees based on their expertise and skills. According to Hawthorne studies and much other research on worker productivity, workers highlighted that employee who are satisfied with their job would have higher job performance, thus supreme job retention, than those who are not happy with their jobs (Landy, 1985).

In Kenya the Public Service Commission (PSC) is vested with the management of human resource functions in the Kenyan Civil Service. The Commission as established by Article 233 of the constitution is mandated to establish and abolish public offices, provision of competent human resource, promotion of good governance and ensuring efficiency and effectiveness in the provision of quality services in the public service.

Statement of the Problem

Over the years, there has been a growing concern for public sector performance improvement around the world (Sabiha & Daro, 2017). This is attributed to the fact that the sector is and will remain the largest employer and the major service provider, particularly business services which affect the cost of resource inputs such as labor or technology and social services. Whereas Kenya has implemented several productivity improvement interventions in the past, the country's level of productivity remains dismally low (Njiru, 2021). Among the major cause of this poor performance is a lack of balance in work-life practices such as supple work arrangements, programs on wellness, responsibilities for families and conflict Organizations that lack work-life balance programs have fewer engaged employees, which can hinder organizational effectiveness in work-life practices (Antoni, Baeton, Perkins, Shaw, & Vartiainen, 2017).

Since the outbreak of Covid-19, flexible working has become an increasingly important segment in the labour market. In their duty to protect lives and livelihoods, governments gave directives for people to stay at home and work from home. Employers everywhere including government agencies in Kenya and beyond, who may have not put in place such modality to offer flexible scheduling options, were suddenly forced to implement flexible work options on the fly. Even those organizations who have offered FWAs (Flexible work Arrangements) to their employees have never done so on a larger scale at all levels. FWAs have now become the new normal working modality (SHRM, 2020; Kim, Galinsky & Pal, 2020). This aimed at curbing the spread of the virus. However, implementation of FWA policy caught the most Labour markets by surprise. This is because the work culture has for many years been characterized by physical presences of employees in the organization office (European Union, 2020).

The shift into flexible work options is backed up by research in a range of job markets around the world. A recent report into the United Kingdom's tech industry by HSBC found that 89% of respondents cited flexible working as a motivation to up their productivity. Meanwhile research for US employee engagement firm TINY pulse in 2021 found that remote workers also felt happier and more valued than those in traditional office jobs.

Various studies have been conducted a study flexible work arrangements and employee performance. For instance; Study by Simpson *et al.*, (2019) that evaluated the influence of flexible work arrangements strategy on job satisfaction among state corporations in Kenya. In the study by Lucille, (2017) on flexible work arrangements, job satisfaction and performance within Eskom Shared Services. However, these studies have been carried within different contextual environment from that of the current study. To fill the highlighted gaps, the current study sought to investigate the influence of flexible work arrangements on employee performance in the Public Service Commission in Kenya.

General Objective

The general objective of the study was to investigate the influence of flexible work arrangements on employee performance in the Public Service Commission in Kenya.

Specific Objectives

- i. To determine the influence of hybrid work on employee performance in the Public Service Commission in Kenya
- ii. To establish the effect of telecommuting (remote working) on employee performance in the Public Service Commission in Kenya

Theoretical review

Spillover Theory

Originally proposed by Wilensky (1960), the spillover model is based on the notion that there is an 'extension' of experiences from the sphere of work to non-work in a way that the perception of the social experience of the spheres of work and non-work for an individual is effectively boundary-less (Parker, 1971). This therefore means that in cases of an adult who is working, the emotions, behaviors and attitudes can easily be carried from work to their family and vice-versa. Theoretically, spillover has been characterized as Positive Spillover and Negative Spillover. Positive spillover appears in the literature under various names like extension, generalization, familiarity, identity, isomorphism, continuation and congruence (Staines, 1980).

Positive spillover refers to the fact that positive experiences in one domain result in fulfilment and attainment in another domain (Vijayakumar&Janakiram, 2017). The negative approach, which is also referred to as contrast, complementarity, opposition, regeneration and heteromorphism etc. in the literature, states the relationship between work and non-work spheres is inverse and antithetical (Staines, 1980). If unhappiness or job dissatisfaction at work is transferred to the family, nspillover comes into effect (Grover & Crooker, 2020).

The relevance of spillover theory in this research is that organizations are expected to adopt flexible policies that enable employees to have a positive work-life sense of equality which make them be effectively committed to achieving the organization's goals. Employers who permit employees to integrate work and family responsibilities, actively and efficiently produce positive spillover and a healthier, happier, more productive working staff, resulting in maximized productivity (Hill et al., 2018).

Psychological Contract Theory

Work-Life Conflict can also be explained by using the Psychological Contract Theory. In the context of the psychological contract is the individual employee's subjective belief in the reciprocal obligations between the employee and the organization, it is possible that employees may not feel obliged to 'repay' their organization's provision of work-life practices with an increase in positive, work-related behaviors or attitudes. Instead, they may perceive that access to such practices is an entitlement, rather than an example of favorable treatment. 'The Psychological Contract' is an increasingly relevant aspect of workplace relationships and wider human behavior (De Cieri, Holmes & Pettit, 2005). Descriptions and definitions of the Psychological Contract first emerged in the 1960s, notably in the work of organizational and behavioral theorists Chris Argyris and Edgar Schein. Many other experts have contributed ideas to the subject since then, and continue to do so, either specifically focusing on the Psychological Contract, or approaching it from a particular perspective, of which there are many. The Psychological Contract is a deep and varied concept and is open to a wide range of interpretations and theoretical studies. Primarily, the Psychological Contract refers to the relationship between an employer and its employees, and specifically concerns mutual expectations of inputs and outcomes whereby the employer expects outcome from an employee and an employee expect an input from the employer (Czarniawska, 2018). The Psychological Contract is usually seen from the standpoint or feelings of employees, although a full appreciation requires it to be understood from both sides. Simply, in an employment context, the Psychological Contract is the fairness or balance (typically as perceived by the employee) between how the employee is treated by the employer, and what the employee puts into the job.

Empirical Review

Hybrid work and Employee performance

Hybrid work is a flexible approach that allows employees to split their time between working in the office and working from home, Baker, D. (2021). It is a flexible work model that supports a blend of in-office, remote, and on-the-go workers. Hybrid work can be defined as a working arrangement where some staff will work on-site, some will work off-site via telecommuting or remote working, and others will have the freedom to work on-site on some days and off-site on others, based on circumstances, objectives, and personal preferences. It offers employees the autonomy to choose to work wherever and however they are most productive. The main purpose of a hybrid workplace is to give employees flexibility in how and where they work and offer a better work-life balance.

It is important to note that there is a difference between purely remote work and hybrid work. Hybrid work does not get rid of the office and has workers splitting their time between working from home and the office. While remote workers work in the office and only connect and collaborate with their colleagues virtually (Stawi Advisory, 2021). The procedure for a hybrid system is that a company will plan days for in-office meetings. Physical presence meetings will be necessary especially when meeting clients, orientation and project kick-offs. Most of the work for individual employees is going to be done remotely. Shifts and schedules on who needs to be in the office and at what time to attend to walk-in clients are some of the ways that most companies are using and will continue to use (Muthee F. W. 2022).

Since the pandemic began, Human Resource has taken the central stage within organizations in developing a safe, productive workplace for employees and creating policies regarding how employees can continue to work. Human resource teams became responsible for finding solutions for overcoming social distancing requirements, adhering to local hygiene and safety requirements, and communicating changes and policies to employees quickly and efficiently.

The shift to hybrid work brings considerable benefits to both employees, businesses, and the environment. It promises to deliver increased flexibility, productivity, and job satisfaction for employees. For the business, it improves the bottom line and expands the talent pool. And the reduction in travel and office spaces leads to a more sustainable future.

Multiple surveys by different groups however show that most company are set to adopt hybrid systems where some of their workers will return to the workplace while others continue to work from home. In Kenya, multinationals and international companies benefited from the experiences of affiliates in other markets that shut down earlier. Companies like Total Kenya, EABL (Diageo), and Unilever Kenya benefited from E-Learning material and Emergency Response Structures developed in their parent countries.

Gensler, (2020) concluded research of 9,200 people in the US, Australia, the UK, and France (2,300 in each country). In the US 52 percent of respondents would prefer a hybrid model. In Australia, having experienced the advantages of both office and remote work, most employees are expressing a desire to benefit from both settings, 67 percent prefer a hybrid work model. In France, the number of workers that prefer a hybrid work model is even higher. 52% would like to work one or two days at home, while 20% would like to work three or four days at home, a combination of 72 percent of respondents that prefer a hybrid model.

Telecommuting and Employee Performance

According to various researches, as well as the theoretical perspectives of telecommuting, positive effects were found to be on the job performance of the employees. Many of the studies by Gajendran & Harrison (2007); Martin & MacDonnell (2017) indicated a positive relationship between job performance and Telecommuting. According to Bloom et al., (2020), most of the telecommuting studies are found to be cross-sectional, and at least two studies indicated a causal relationship between the telecommuting arrangement and the administrative workers' productivity.

The theoretical framework indicates that telecommuting increases performance because of the instrumental benefits. But the employees who are involved in telecommuting should meet both the work and non-work demands and also beyond the typical office working hours too.

Soenanto et al. (2021) focused on the influence of telecommuting systems and the quality of management on work productivity and the competitiveness of organizational perspectives in multinational companies in Jakarta, Indonesia. Data was collected by using questionnaires and field surveys. The data was then analyzed using Structural Equation Modeling (SEM). It was noted that a good and reliable telecommuting system was found to have positive and significant influence in increasing the productivity of employees of the companies. The multinational companies surveyed need to give further attention to the importance of telecommuting system, labor productivity and the quality of management in improving the organizational competitiveness. The improvement of labor productivity of the companies can be done by increasing the skills of the employees in accordance with the needs of the companies. Improvement in telecommuting system can be done by increasing the use of the house as the main place for the employees in doing their job and other business activities.

(Caillier, 2018) concluded that as teleworkers increases in agencies, the number of employees who quits decreases. He recommended to boost the utilization of teleworkers as it will not only enable them to handle work family challenges but also reduce the percentage of employees quitting. But this arrangement of telecommuting will not reduce transfers, maybe employees who are about to transfer feel as they are going to other agency which will also take care of their well-being because teleworking is available in all agencies.

The world, as we knew it came to an abrupt halt in early 2020, and governments, informed by science, had to enforce drastic measures to save lives (ILO, 2020). The COVID-19 pandemic has led to a sudden increase in workload, as well as major changes in working arrangements and

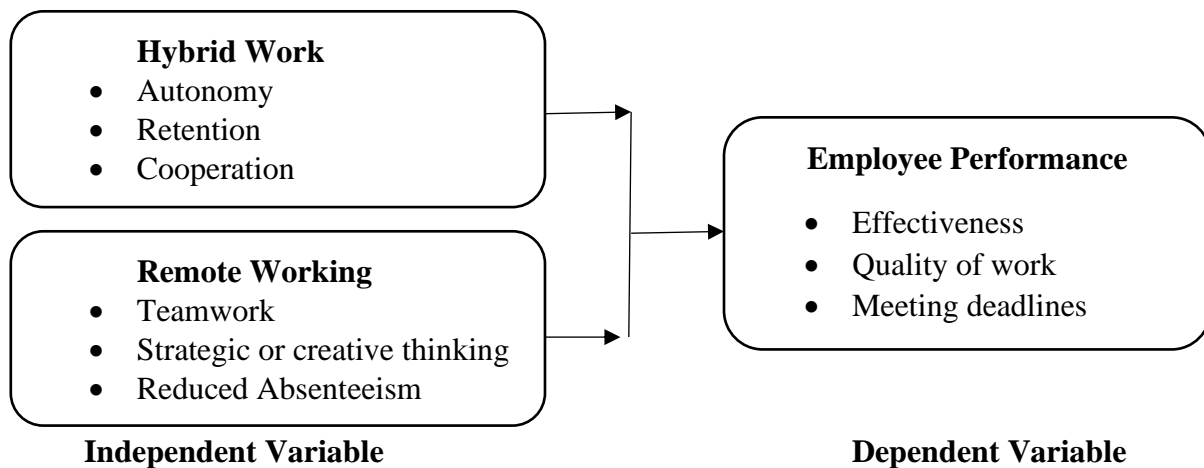
working conditions, such as teleworking or short-time work. The introduction of physical distancing measures, lockdowns, and related restrictions to flatten the curve of infections have had dire consequences, including (mandatory) leaves of uncertain duration, furloughs, reduced working hours and wages, layoffs and job loss, as well as business closures. These have had wide-ranging effects on many workers leading to a significant segment of the working population working from home.

Without any previous teleworking experience or only very limited experience, teams, and whole business units working from home can experience a lack of clarity around the priorities and the tasks they need to accomplish. Many organizations in which teleworking was practically non-existent went overnight to an unfamiliar work system (Eurasia Review, 2020). Being isolated leads to uncertainty about whom to talk to on specific issues, where to get specific support, and how and when to approach colleagues, leading to hold-ups and delays (Bick et al., 2020). The situation of mandatory mass teleworking is challenging, even for the most experienced organizations and workers. It often means that workers have to familiarize themselves with new or different technological tools, as well as switching to a different way of organizing work, which explains partially why many people work longer hours, interspersed with personal activities, to adapt to this new reality.

Conceptual framework

A conceptual framework is a logical structure to aid provide a picture or visual display of how ideas in a study relate to one another (Grant &Osanloo, 2019). The framework makes it easier for the researcher to easily specify and define the concepts within the problem of the study (Luse, Mennecke& Townsend, 2017). It is a structure which the researcher believes can best explain the natural progression of the phenomenon to be studied (Camp, 2021). In this study the dependent variable (Employee performance) is influenced by independent variable (Flexible working arrangements). The presumed relationship between the variables under investigation is illustrated in the following hypothetical model in Figure 2.1.

Figure 2. 1: Conceptual framework



RESEARCH METHODOLOGY

Research design

This study adopted a descriptive research design to obtain quantitative data. Descriptive research is appropriate where the study seeks to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make predictions (Kumar, 2021). This research design was chosen for this study because it can use a wide variety of research

methods to investigate one or more variables. In addition, the researcher does not control or manipulate any of the variables, but only observes and measures them thus enhancing reliability of evidence collected (Subarymaty, 2018).

Target Population

A target population is a population to which the researcher wants to generalize the results of the study. The target population consisted of 223 staff in-post drawn from different job levels in the Commission's Staff Establishment.

Table 3. 1: Target Population

S/No	Job Level	Target Population
1	Top Management	12
2	Senior Management	51
3	Technical Cadre	97
4	Skilled Operational Cadre	63
Total		223

Sample and sampling technique

The sample size is the actual respondents representing the total target population. Slovin's Sample Size Determination Formula, (Serakan, 1992) was used by the researcher to determine the sample size of the study.

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

Where; -

n is the sample size,

N is the population size, and

e is the Margin of error.

With e = 5% and N= 223

$$\text{Sample size (n)} = \frac{223}{1+223(0.05^2)} = 143$$

Thus, the sample size for this research study was 143, which is large enough to represent the population.

Table 3. 2: Sample Size

S/No	Job Level	Target Population	Sample Size
1	Top Management	12	8
2	Senior Management	51	33
3	Technical Cadre	97	62
4	Skilled Operational Cadre	63	40
Total		223	143

Note: Author, 2022

The researcher used stratified random sampling method where the target population was divided into job levels. Each job level made a stratum and respondents (sample size) will be randomly taken from each stratum. This method always achieves greater precision and ensures better coverage of the population. The sample size was proportionately allocated according to the size of the stratum. The elements selected to represent each sub-group was based on its size and the nature of its characteristics.

Research Instrument

Data was collected using questionnaire and secondary data. The choice of questionnaires is informed by the fact that they gather information over a large sample and are more appropriate when addressing sensitive issues since it offers greater anonymity. The questionnaire consisted of both structured and open-ended questions whereas both qualitative and quantitative data was collected (Kumar, 2021). Secondary data was obtained from relevant literature and data collected by other researchers for other purposes. It was also collected through review of published literature such as journal articles, published theses and textbooks. These sources were reviewed to give insight in the search for primary information, insight on the research variables and the development of instruments (Subarymaty, 2018).

Pilot test

Pilot test is a small-scale, preliminary test which aims to investigate whether crucial components of a main study was feasible (Gangai, 2019). A pilot study has numerous purposes, such as developing and testing the adequacy of research instruments, assessing the feasibility of a full study, designing and testing the protocols for the larger study, establishing and testing the sampling and recruitment strategies, collecting preliminary data, obtaining effect size information, and training research assistants. In addition, pilot study results can convince funding agencies that the team can conduct the research and the larger study in fact is worthwhile (van Teijlingen, Rennie, Hundley, & Graham, 2021).

Saunders, Lewis and Thornhill (2019) recommend a pilot test of between 5% and 10% of the study sample. For this pilot study, the researcher adopted 7% of the sample size which was 10. The researcher conducted the pilot study at the State Department for Public Service based at Harambee House Nairobi. The aim was to pretest the questionnaires to ensure clarity and content validity prior to them being administered. Thus, a pilot test must answer a simple question: "Can the full-scale study be conducted in the way that has been planned or should some component(s) be altered?" (Small *et al.*, 2021). The responses were analyzed to ascertain the reliability and validity of the instruments using Statistical Package for Social Sciences (SPSS). The results obtained from the Pilot study were discussed with a purpose to inform the improvements of the questionnaire before the instrument is used for data collection.

Data Processing and analysis.

To facilitate data analysis, the collected data was coded and entered into SPSS software. The study collected both quantitative and qualitative data. Quantitative data collected was analyzed using descriptive statistics techniques such as means, standard deviation, frequencies and percentages. SPSS version 25 was used to analyze the quantitative data. Qualitative data was analyzed using content analysis and presented in prose form.

The study also analyzed the data using inferential statistics which include correlation and regression analysis. Pearson R correlation was used to measure strength and the direction of linear relationship between variables. If the Correlation coefficient is zero, then it suggests the

variables are not related, if the value is ± 1 the variables are strongly associated (Hair et al., 2010). Multiple regression model was fitted to the data in order to determine how the independent variables affect the dependent variable. It was used to determine the relationship between the dependent variable (Employee Performance) and the independent variables (Flexitime, Compressed workweek, hybrid work and Remote working).

The regression model adopted was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where;

Y = Employee Performance

X₁ = Hybrid Work

X₂ = Remote Working

ϵ = Error term

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

Descriptive Statistics

Hybrid Work and Employee Performance

The first specific objective of the study was to determine the extent to which hybrid work influence employee performance in the Public Service Commission. The respondents were requested to indicate their level of agreement on various statements relating to hybrid work and employee performance in the Public Service Commission. The results were as shown in Table 1.

From the results, the respondents agreed that their productivity has suffered as a result of remote work (M=3.923, SD= 1.010). In addition, the respondents agreed that they have the technology they need to help them stay connected to their team when working remotely (M= 3.861, SD= 1.050). Further, the respondents agreed that their manager communicates effectively in a remote work environment (M=3.860, SD= 0.823). The respondents also agreed that hybrid work model has facilitated better teamwork and collaboration among colleagues (M= 3.845, SD= 0.840). From the results, the respondents agreed that Hybrid work model has enhanced their ability to focus on tasks and meet deadlines (M= 3.823, SD= 0.930).

Table 1: Hybrid Work and Employee Performance

	Mean	Std. Deviation
My productivity has suffered as a result of remote work	3.923	1.010
I have the technology I need to help me stay connected to my team when working remotely.	3.861	1.050
My manager communicates effectively in a remote work environment.	3.860	0.823
hybrid work model has facilitated better teamwork and collaboration among colleagues	3.845	0.840
Hybrid work model has enhanced your ability to focus on tasks and meet deadlines	3.823	0.930
Aggregate	3.846	0.939

Telecommuting (Remote Working) and Employee Performance

The second specific objective of the study was to establish the effect of telecommuting (remote working) on employee performance in the Public Service Commission in Kenya. The respondents were requested to indicate their level of agreement on various statements relating to telecommuting (remote working) and employee performance in the Public Service Commission in Kenya. The results were as shown in Table 2.

From the results the respondents agreed that they feel connected to other team members while working remotely ($M=4.419$, $SD= 0.757$). In addition, the respondents agreed that working remotely does not negatively affect the outcome of their daily work ($M= 4.402$, $SD= 0.720$). Further, the respondents agreed that they have the right equipment (e.g., desk, internet access) and tools to be effective while working remotely ($M=4.134$, $SD= 0.870$). The respondents also agreed that sometimes they can work while at home through telecommunication ($M= 4.107$, $SD= 0.655$). From the results, the respondents agreed that they feel adequately included in decision-making processes and team discussions while working remotely ($M= 4.094$, $SD= 0.841$).

Table 2: Telecommuting (Remote Working) and Employee Performance

	Mean	Std. Deviation
I feel connected to other team members while working remotely	4.419	0.757
Working remotely does not negatively affect the outcome of my daily work.	4.402	0.720
I have the right equipment (e.g., desk, internet access) and tools to be effective while working remotely.	4.134	0.870
Sometimes I can work while at home through telecommunication	4.107	0.655
I feel adequately included in decision-making processes and team discussions while working remotely	4.094	0.841
Aggregate	4.121	0.740

Employee Performance

The respondents were requested to indicate their level of agreement on various statements relating to employee performance. The results were as shown in Table 3.

From the results the respondents agreed that employees within the Public Service Commission consistently meet or exceed performance targets set for their respective roles ($M=3.926$, $SD= 0.995$). In addition, the respondents agreed that the work efficiency of employees in the Public Service Commission is evident through their ability to accomplish tasks effectively within allocated timeframes ($M= 3.888$, $SD= 0.776$). Further, the respondents agreed that employees in the Public Service Commission demonstrate a commitment to delivering high-quality work that meets or exceeds established standards ($M=3.882$, $SD= 0.879$). In addition, the respondents agreed that achievement of performance targets is a priority for employees within the Public Service Commission, reflecting their dedication to fulfilling organizational objectives ($M= 3.864$, $SD= 0.986$). Further, the respondents agreed that employees in the Public Service Commission consistently demonstrate strong work ethic and diligence in their responsibilities, contributing to overall efficiency within the organization ($M=3.845$, $SD=0.940$).

Table 3: Employee Performance

	Mean	Std. Deviation
Employees within the Public Service Commission consistently meet or exceed performance targets set for their respective roles.	3.926	0.995
The work efficiency of employees in the Public Service Commission is evident through their ability to accomplish tasks effectively within allocated timeframes.	3.888	0.776
Employees in the Public Service Commission demonstrate a commitment to delivering high-quality work that meets or exceeds established standards.	3.882	0.879
Achievement of performance targets is a priority for employees within the Public Service Commission, reflecting their dedication to fulfilling organizational objectives.	3.864	0.986
Employees in the Public Service Commission consistently demonstrate strong work ethic and diligence in their responsibilities, contributing to overall efficiency within the organization.	3.845	0.940
Aggregate	3.879	0.937

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (hybrid work and telecommuting (remote working) and the dependent variable (employee performance in the Public Service Commission in Kenya). Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients.

Table 4: Correlation Analysis

		Employee Performance	Hybrid Work	Telecommuting Work
Employee Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	133		
Hybrid Work	Pearson Correlation	.857**	1	
	Sig. (2-tailed)	.002		
	N	133	133	
Telecommuting	Pearson Correlation	.844	.198	1
	Sig. (2-tailed)	.003	.236	
	N	133	133	133

** . Correlation is significant at the 0.01 level (2-tailed).

Further, the results revealed that there is a very strong relationship between hybrid work and employee performance in the Public Service Commission in Kenya ($r = 0.857$, p value = 0.002). The relationship was significant since the p value (0.002) was less than 0.05 (significant level). The findings are in line with the findings of Ngambi (2019) that there is a very strong relationship between hybrid work and employee performance.

The results also revealed that there was a very strong relationship between telecommuting (remote working) and employee performance in the Public Service Commission in Kenya ($r = 0.$

844, p value =0. 003). The relationship was significant since the p value 0. 003 was less than 0.05 (significant level). The findings are in line with the results of Njuguna (2020) who revealed that there is a very strong relationship between telecommuting (remote working) and employee performance.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (hybrid work and telecommuting (remote working) and the dependent variable (employee performance in the Public Service Commission in Kenya).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847	.717	.718	.1034

a. Predictors: (Constant), hybrid work and telecommuting (remote working)

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.717. This implied that 71.7% of the variation in the dependent variable (employee performance in the Public Service Commission in Kenya) could be explained by independent variables (hybrid work and telecommuting (remote working)).

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	141.081	2	70.541	1244	.000 ^b
Residual	7.254	128	.0567		
Total	148.335	132			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), flexi-time work practice, compressed workweek, hybrid work and telecommuting (remote working)

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 1244 while the F critical was 3.067. 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 flexi-time work practice, compressed workweek, hybrid work and telecommuting (remote working) on employee performance in the Public Service Commission in Kenya

Table 7: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	0.241	0.063		3.825	0.000
	hybrid work	0.357	0.098	0.356	3.643	0.002
	telecommuting (remote working)	0.377	0.097	0.376	3.887	0.003

a Dependent Variable: employee performance

The regression model was as follows:

$$Y = 0.241 + 0.357X_1 + 0.377X_2 + \epsilon$$

The results revealed that hybrid work has significant effect on employee performance in the Public Service Commission in Kenya, $\beta_1=0.357$, p value=0.002). The relationship was considered significant since the p value (0.002) was less than the significant level of 0.05. The findings are in line with the findings of Ngambi (2019) that there is a very strong relationship between hybrid work and employee performance.

In addition, the results revealed that telecommuting (remote working) has significant effect on employee performance in the Public Service Commission in Kenya, $\beta_1=0.377$, p value= 0.003). The relationship was considered significant since the p value (0.003) was less than the significant level of 0.05. The findings are in line with the results of Njuguna (2020) who revealed that there is a very strong relationship between telecommuting (remote working) and employee performance

SUMMARY OF FINDINGS

This section discusses the summary of findings regarding the objectives of the study. The section therefore discusses the summary of the findings pertaining to the influence of flexible work arrangements (flexi-time work practice, compressed workweek, hybrid work and telecommuting (remote working) on employee performance in the Public Service Commission in Kenya.

Hybrid Work and Employee Performance

The study found that hybrid work have a significant effect on employee performance in the Public Service Commission in Kenya. From the results, the respondents agreed that their productivity has suffered as a result of remote work ($M=3.923$, $SD= 1.010$). In addition, the respondents agreed that they have the technology they need to help them stay connected to their team when working remotely ($M= 3.861$, $SD= 1.050$). Further, the respondents agreed that their manager communicates effectively in a remote work environment ($M=3.860$, $SD= 0.823$). The respondents also agreed that hybrid work model has facilitated better teamwork and collaboration among colleagues ($M= 3.845$, $SD= 0.840$). From the results, the respondents agreed that Hybrid work model has enhanced their ability to focus on tasks and meet deadlines ($M= 3.823$, $SD= 0.930$).

Telecommuting (Remote Working) and Employee Performance

The study found that telecommuting (remote working) has a significant effect on employee performance in the Public Service Commission in Kenya. From the results the respondents agreed that they feel connected to other team members while working remotely ($M=4.419$, $SD= 0.757$). In addition, the respondents agreed that working remotely does not negatively affect the outcome of their daily work ($M= 4.402$, $SD= 0.720$). Further, the respondents agreed that they have the right equipment (e.g., desk, internet access) and tools to be effective while working remotely ($M=4.134$, $SD= 0.870$). The respondents also agreed that sometimes they can work while at home through telecommunication ($M= 4.107$, $SD= 0.655$). From the results, the respondents agreed that they feel adequately included in decision-making processes and team discussions while working remotely ($M= 4.094$, $SD= 0.841$).

Conclusions

The study concludes that hybrid work has a significant effect on employee performance in the Public Service Commission in Kenya. The study findings revealed that autonomy, retention and cooperation influences employee performance in the Public Service Commission in Kenya.

The study also concludes that remote working has a significant effect on employee performance in the Public Service Commission in Kenya. The study findings revealed that teamwork, strategic or creative thinking and reduced Absenteeism influences employee performance in the Public Service Commission in Kenya.

Recommendations

Public Service Commission in Kenya should develop clear and comprehensive policies for hybrid work arrangements that outline expectations, guidelines, and procedures for both managers and employees. This should include criteria for determining eligibility for hybrid work, scheduling protocols, communication guidelines, and performance evaluation criteria.

Public Service Commission in Kenya should also foster a culture of teamwork and collaboration among remote teams by providing opportunities for virtual team meetings, brainstorming sessions, and collaborative projects. Implement tools and technologies that facilitate communication, file sharing, and virtual collaboration.

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