

**INFLUENCE OF TELECOMMUTING ON EMPLOYEE PERFORMANCE IN
KENYA AIRWAYS PLC**

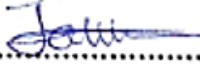
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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER
OF BUSINESS ADMINISTRATION (MBA), FACULTY OF BUSINESS AND
MANAGEMENT SCIENCES, UNIVERSITY OF NAIROBI**

AUGUST 2023

DECLARATION


I declare that this research project is my original work and has not been submitted for award at any other institution of learning

Signed  Date..... 26th August 2023

ODERO JOSEPH ALULU

REG NO: D61/6438/2017

This research project has been submitted for examination with my approval as the university supervisor.

Signed:  Date: September 16, 2023

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I would like to acknowledge the patience and guidance of my supervisor, Prof K'Obonyo, throughout the process as well as the support of my family and all stakeholders who played a key role in enabling me to complete this research project.

DEDICATION

I would like to dedicate this research project to my mother, my family, my supervisor, and my moderator, as well as my friends and colleagues at large who have been supportive enabling me to complete this milestone.

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ABBREVIATIONS AND ACRONYMS

SMEs	Small and Medium Enterprises
PLC	Public Limited Company
ANOVA	Analysis of Variance
MIT	Massachusetts Institute of Technology
SPSS	Statistical Package for the Social Sciences
SD	Standard Deviation
Covid19	Coronavirus disease of 2019

ABSTRACT

This study examined the influence of telecommuting on the performance of employees in Kenya Airways PLC, which is a leading airline company in Africa. The study theoretical framework upon which the study was built on was the social exchange theory and as well as the signalling theory. In terms of data collection, the researcher used a descriptive survey design and collected data from 354 employees using online questionnaires. Data that was collected was consequently analysed through the use of descriptive statistics as well as linear regression. The results from the analysis revealed that telecommuting had a positive and significant effect on the performance of employee, as relates to the measurement by task completion, work flexibility, as well as job satisfaction. The research study also highlighted that telecommuting enhanced the work-life balance of the employees and gave them more autonomy over their work processes. The study concluded that telecommuting is a viable strategy for improving employee performance and engagement in Kenya Airways PLC. The recommendation from the research study was that the company should provide adequate work software, tools, facilities, and equipment for telecommuting, as well as train its employees on how to use them effectively. The study also recommended that the company should maintain a supportive and distinctive telecommuting work culture for telecommuters to foster their sense of belonging and commitment and that similar studies should be conducted in both the aviation industry and non-aviation industries in Kenya to establish if its finding would be applicable to other businesses.

CHAPTER ONE: INTRODUCTION

1.1 Background to the study

The prevailing global crisis has had an impact on the economy and health due to the coronavirus disease pandemic and consequently led to measures such as physical distancing hence organizations were forced to introduce telecommuting on an enterprise level. Telecommuting refers to work arrangements that are flexible and that allows for employees to work remotely and are dependent on being enabled by modern day information and communication technologies advancements (Handy & Mokhtarian, 1995). The first case of the corona virus was reported officially in March 2020 in Kenya after which the Kenyan government implemented a daily curfew due to the spike of cases in Kenya as part of activities meant to reduce the economic effects of corona virus on Kenyans (Kagwe, 2020). Businesses were therefore forced to implement telecommuting overnight as a business continuity strategy. Work-from-home procedures and protocols were therefore introduced as a way of minimising the mobility of employees, ensuring the safety of employee, and facilitating social distancing. Employees were compelled to work remotely as a result because many of them were unable to travel to their workplaces (Dissen, 2021). There are a number of positive outcomes of telecommuting, however the implementation of telecommuting during a global pandemic presents a unique scenario as well as much more roadblocks compared to other times that remote work has been adopted in the past hence through the grounding of the signalling and social exchange theories, an examination of whether telecommuting provide positive or adverse impacts to employee's performance will be achieved through this study and consequently add to the knowledge bank on telecommuting in Kenya.

The theories that forms the basis of this study are the signalling theory as well as the social exchange which both touch on important fundamental aspects that can be used to explain socio-economic phenomena like the relationship between employee performance and telecommuting. The signalling theory expounds on the way individuals or actors that transmit signals to each other behave in reference to the data or information sent or received in context of the environment in which the signalling occurs (Spence, 1973). In relation to telecommuting, employees will either respond positively or negatively based on how they perceive notion of the benefits of teleworking to their work-life balance, wellbeing and welfare consequently resulting in better employee performance (Mesuda et al., 1973). The social exchange espouses that human beings and employees in this context have a higher affinity for relationships that they perceive to be more beneficial to them than the cost of having the relationship (Homans, 1958). This therefore means that if employees believe that they will get more benefits from telecommuting than other options, they are more likely to embrace it which would also have the ripple effect of improving their performance in their jobs or tasks (Liu et al., 2009).

The airline industry was heavily impacted by the economic as well as social effects of the corona virus pandemic. One of the initiatives by Kenya's government to mitigate the spread of corona virus was to introduce the daily 5 am to 7 pm curfew and impose a cessation of movement order (Kagwe, 2020). This led to a drastic change in the working culture of Kenya Airways PLC as the organization had to immediately adopt telecommunication or face dire consequences such as losing its business licences if it violated the order, loss of customers if it couldn't continue to operate or the possibility of losing employees lives if it subjected them to work which could lead employees

getting infected by the fatal communicable corona virus. Telecommuting is still considered to be a new concept in Kenya Airways PLC despite it having been carried out by other airlines in other countries spread across the globe (Dissen, 2021). This study has the objective of investigating the influence of telecommuting on the performance of employees in Kenya Airways PLC.

1.1.1 Concept of Telecommuting

Telecommuting or teleworking refers to a work setup that permits employees to carry out and perform their job or work from locations that are remote as well as away from their typical office, resulting in them having to work close to their homes or in their homes (Karia et al., 2003). Instead of working from an office, the teleworking work setup allows staff to communicate and connect with their co-workers and employers using advanced technology solutions (Nizar et al., 2021). Telecommuting or teleworking also refers to the use of technology for telecommunication to allow staff to work from remote locations such as libraries, cafes, parks, coffee shops, or most recently inside the houses of employees with the full approval of their employer.

Teleworking allows employees to enjoy numerous perks that enhance their professional as well as their personal livelihoods (Ye, 2012). Through the concept of telework employees are accorded the ability to enjoy more flexible schedules, and these give them the ability to be fast responders if unexpected eventualities occur (Onyemaechi et al., 2018). Persons who have young families or other dependents at home get the chance to practice better work life balancing techniques due to the flexibilities offered by telecommuting hence allowing them to cater to their personal matters (Fazrida et al., 2018). Teleconferencing via the utilization of mobile phones, smart devices, pages, voicemail, emails, online databases, and other virtual services when performing work

related duties from locations that are away from individuals' workstations at least twice or thrice every week can also be another definition of telecommuting (Handy & Mokhtarian, 1995).

1.1.2 Employee Performance

An organizations success is affected by the way employees perform (Nizar et al., 2021). The outcome of work based on employee's performance will lead to the success or demise of any company. The performance of employee is said to be how tasks and duties related to their jobs are conducted by employees as needed by the company or organization they work for. Employee performance depends on the level of motivation everyone is exposed to in a company (Wolor et al., 2020). Employees perform exceptionally in job tasks that they believe to be more interesting and motivating (Menges et al., 2017). Once a company creates the work environment that allows for engaged staff, has co-workers who are compassionate and provides meaningful work, it is bound to increase employee performance (Pradhan & Jena, 2016).

The measurement of employee performance is based on the type of work done and its quality, quantity or amount of the work they do, how they implement tasks, the initiatives they take as well as the responsibilities that they hold (Maulidiyah, 2019). Increased performance according to research is because of how willing and open employees are to do their work as well as how productive they are (Sinha, 2001). Despite this, it is important that the appropriate tools, materials, and resources are provided so as to allow for improved employee performance despite the skills and experience that employees might have (Sinha, 2001).

1.1.3 Kenya Airways PLC

Kenya Airways PLC is an airline that was established in 1977 and is publicly listed in the Nairobi Securities Exchange. Kenya Airways PLC is referred to as the Pride of Africa as it is one of the leading airlines in the region that flies to over 42 destinations globally out of which over 30 are in Africa (Kenya Airways PLC, 2022). The core business of the airline ranges from transportation of passengers and cargo, holiday management packages, ground handling services, aeronautical maintenance, and aviation training. Kenya Airways PLC being in the aviation business deals with a lot of in-person interactions to ensure that both goods and services are provided to its clientele. Therefore, the unplanned mandatory shift to remote working at the height of covid 19 pandemic had drastic effects on how the employees at the airline conducted their day-to-day operations. These changes involved efforts the airline put in place to minimize the transmission of corona virus from person to person. one key change was telecommuting by non-essential staff whose jobs do not require them to be physically present at their workstations be it in the offices or at the airport (Kenya Airways PLC, 2022).

1.2 Research Problem

Several factors, including telecommuting, affect employee performance in organizations. Telecommuting impacts the productivity of employees and their performance in the workplace on a fundamental scale (Hudecheck et al., 2020). For the optimum performance of working remotely during a crisis, managers need to take certain decisions such as primarily allowing their employees to telecommute. Once this is in place, organizations then must set up the right instruments, infrastructure, tools, plans as well as knowledge hubs that facilitate the quick transition of the organization's

operations to working in remote environments. How well an organization performs is positively correlated with use of telecommuting, contingent work, flexitime arrangements as well as spatial decentralization (Hudecheck et al., 2020). The findings of the research were not conclusive on whether telecommuting directly influences employee performance hence the need for further research in the area.

Research in Belgium carried out investigation using world-class web-surveys were administered to Flemish staff. The respondents from the investigation highlighted positive outcomes of teleworking such as the lower chances of suffering from burnout, and increased efficiency despite the increased intensity of work (Baert et al., 2020). The findings from the investigation indicated that a majority of those who took the survey believed that telecommuting is here for the long run (85%) whereas a similarly large group (81%) also perceive that online conferencing and calls are going to be around for a long term. The respondents also bore some reservations with a few fearing that by telecommuting their chances of getting promoted reduced and that the close ties and bonds with workmates, business partners, as well as with employers weaken (Baert et al., 2020). The study was conducted in Belgium and does not provide enough contextual information on whether telecommuting could similarly be beneficial for employee performance in Kenya.

Another study found that there was a lot of wastage of time on roads when both employees and employers commuted from their homes to their work offices. This time could have been saved and used to carry out other more productive activities (Githinji, 2014). Telecommuting could solve this problem by allowing employees to work from home or at locations near their homes as opposed to working from the office. The

challenges faced during telecommuting were investigated in the research and solutions were highlighted with the overall recommendation being that adopting a teleworking culture could be good for organizations and save them time wasted in commuting (Githinji, 2014). The research shows that there is insufficient data on the benefits of telecommuting to employee performance in Kenya.

Another team of researchers conducted a study that focused on the use of adaptive structuration theory to build a model of telecommuting so that it can be of use to small and medium size enterprises (SMEs) and informal businesses in the Kenyan ecosphere. The outcome and results from the study was that SMEs had both the information technology and communication infrastructure as well as personnel to support telecommuting in place (Mugwika et al., 2016). Their research demonstrated that the implementation of the theory that they developed around adoptive structuration in telecommuting led to increased efficiencies, the productivity, and the quality of work. The outcome of the study they did could therefore help stakeholders in the SMEs sector to formally drive and adopt telecommuting by leveraging on their existing resources (Mugwika et al., 2016). The study was however restricted to the SMEs sector and did not provide enough insights for the effects of telecommuting of employee performance in a large corporate organization like Kenya Airways PLC.

As per the information that the researcher has gathered, the studies done so far do not clearly demonstrate the influence that telecommuting on the performance of employees within the contemporary context of Kenya Airways PLC. The studies on telecommuting models are not sufficient to address whether employee performance will improve if Kenya Airways PLC adopts telecommuting. The research question that this study

therefore sets out to answer is: what is the effect of telecommuting on employee's performance at Kenya Airways PLC.

1.3 Research Objective

The objective of the study is to establish the influence of telecommuting on employee performance at Kenya Airways PLC.

1.4 Value of the Study

In reference to the value of this study, the establishment of the effect of telecommuting to employee performance in Kenya Airways PLC will be fundamentally important. The outcome from this research study will therefore increase the knowledge and information banks of human resources management and the general business management fields for both corporate executives and scholars on which telecommuting options are best adaptable to their organizations.

The study can shed light on whether telecommuting improves or hampers employee productivity and efficiency within the Kenyan work environment. This information can help organizations make informed decisions about remote work policies and arrangements. The findings from the study will provide insights into how technology accessibility affects remote work success. The study will further add more information on telecommuting and provide a hub of knowledge that would be transferable to other geographies and areas of study that may be related to the effects of telecommuting on how well employees perform.

The outcome from this research study will consequently help inform policy formulation around the area of telecommuting in Kenya as it can influence spending patterns, commuting habits, and local economies. Research can explore how telecommuting impacts local businesses, transportation sectors, and the broader economy as well as help organizations in Kenya and beyond to better prepare for potential disruptions, such as pandemics or other situations that necessitate remote work arrangements.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The basis upon which this study is grounded on are theoretical frameworks that are covered in this chapter. Telecommuting and the effect it has on the performance of employees is explored and the literature from other scholars on similar studies are also reviewed herein.

2.2 Theoretical Foundation

Both the signalling theory as well as on the social exchange theory were the fundamental theories upon which this research study was based on.

2.2.1 Signalling Theory

The signalling theory that was introduced by Spence (1973), states that the ongoing interaction between two different parties that transmit information dubbed as signals and interpret them over a period. The signaller sends information through a signal which the receiver receives and transforms it into significant meaning. This signalling does not occur in a void hence the introduction of disruptors such as noise may affect how the receiver understands, interprets the message or signal. In the viewpoint of the signalling theory, one notices that the benefits of signalling not only depend on the accuracy of the signals but also on the ability of the recipient to properly receive, understand and decode the signals (Connelly et al., 2011).

In reference to telecommuting, the signalling theory provides a foundation through which researchers can explore how employees decode and interpret telecommuting. Different cadres of employees ranging from entry, middle and senior level may have different understanding and views towards telecommuting and are bound to change due to differences in the environment and the different contextual situations they may find

themselves in over long periods of time. Through employee's response to signals put out by organizations in reference to telecommuting, the theory predicts that their performance would be improved. One limitation of signalling theory is distortion or misunderstanding of the signals by actors within an which may lead them to making incorrect choices as well as the fact that only through experience can one confirm the expectations of the theory (Rynes et al., 1991). This research will use the signalling theory to examine how employees interpret and respond to telecommuting in the current ever-changing working environment and how telecommuting would influence their performance.

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2.2.2 Social exchange Theory

In 1958 George C. Homans put forward the social exchange theory and it proposes that individuals will opt to pursue social interactions that are best suited for them and avoid those which would result to personal disadvantages. Persons will therefore review both the pros and cons of social interactions and choose those social interactions or exchanges that are in their best interest. Social behaviour is embedded on the fact that there are social exchanges that humans look forward to attaining due to their perceived valuable rewards for which they must conversely forfeit something else of a similar value. Humans therefore crave to gain profits in their exchanges in a manner where the rewards will outweigh the costs. The converse is also true as humans are not happy with lack of equity in social exchanges or when it is perceived that others gain more rewards for the exact same costs that one had incurred (Homans, 1958).

When applied to the workplace, employees will perform optimally if they are benefiting from the social interactions at work and the converse is also true. This therefore means

that employees who perceive that they are benefiting from telecommuting would therefore perform better at work hence resulting in a situation where all emerge winner; both for the employee as well as the company (Homans, 1958). The theory predicts that employee performance will increase during telecommuting if employees find that their social exchange due to teleworking would be beneficial for them. One of the theory's limitations is that it is too simplistic, and basic system for interpreting the interactions by humans as well as it negates the role that altruism plays in decisions made by employees (Miller, 2005). This research will rely on the social exchange theoretical framework to scrutinise how employees perceive teleworking and if positive perceptions towards telecommuting do result in improved performance of employees.

2.3 Telecommuting and Employee Performance

Empirical studies focusing on the association between telecommuting and the performance of employees will be reviewed in this section. The research will focus on the flexibility in managing work processes, time spent commuting to and from work, importance of work-related social capital and the quality of work life balance.

2.4 Empirical Studies and Research Gaps

There are numerous research findings that have been carried out to investigate teleworking and yet the gap in determining the perceived effect telecommuting has on employee performance in the Kenya context still exists. These studies include research done to investigate how effective telecommuting which assessed the outcome of their scientific research focused on issues that might affect or change the impact that telecommuting has. These issues included aspects of processes considered to be interpersonal in nature such as innovation, knowledge sharing, the responsibilities employees have to their families as well as the motivation behind their choice to

telework. They concluded that work has changed from the norm of being a physical place to being centred around what one does.

They also proposed that there is a high likelihood that new and innovative ways of working will continuously be invented over time. Based on the discoveries, recommendations drawn from the study were that a deeper understanding of telework in reference to its negative aspects as well as the positives that it exudes ought to be embraced and implemented when creating, formulating, and guiding practices of both corporate and public policy makes in a more concise and efficient manner. A different study that focused on teleworking and workplace flexibility was conducted to examine telecommuting's impression on organizations performance. The study findings showed that performance of firms is positively correlated to their use of telecommuting, contingent work, flexitime as well as decentralization spatially (Sánchez et al., 2007).

When it comes to organizations that have embraced telecommuting, they allow their employees to be part of the planning, job design process as well as for them to have more flexitime. Such organizations focus on results and offer variable compensation packages to their staff. The researchers however did not find a definite relationship between telecommuting and workplace flexibility. In reference to the perception that telecommuting has on various aspects of life, they carried out a top-notch online survey among Flemish workers. Despite the workers having undergone high intensity telecommuting that was also unfortunately mandatory, respondents attributed positive aspects of their work to telecommuting. These positive attributes included the lower risk of getting burnout as well as increased efficiency (Baert et al., 2020). Based on the outcome of their surveys, 85% of workers are of the opinion that telecommuting is here to stay whereas 81% of workers also agree that conferencing digitally is also here for

the near future. Other employees however harbour the fear that their chances of getting promoted reduce and the bonds they have with colleagues also reduce due to telecommuting.

Researchers sought to find out the difficulties of teleworking on managing employees in the telecommunications industry of Kenya. The research established that for virtual teams to perform well, it was important for senior management to provide commitment to the telecommuting cause as well as to have a shared sense of understanding. Discussion held between staff and senior management employees who telecommute revealed that middle-level supervisors utilized phone calls as well as emails to ensure that there was no communication breakdown, and that effective flow of information was maintained during telecommuting (Muasa, 2014). From their findings, it was recommended that businesses ought to create and develop policies that would act as guidelines on how employers and employees should delve into telecommuting while keeping a close watch on potential risks as well as over emphasizing the need to secure very sensitive information that would be stored on devices that would be used in telecommuting. The study also advised that managers ought to ensure that their teams follow the specified security protocols and controls, get training on the use of new telecommuting technologies and that telecommuting firms should adopt a continuous culture of security awareness and information security trainings.

Telework models have been of interest to researchers in Kenya and one study was conducted to unveil if the telecommuting models used by companies in Kenya faced any challenges and it also sought to find out what possible solutions could be found for the said challenges. One of the key aspects that they highlighted was the time wasted

by employees on the road when commuting from their homes to their workstations (Githinji, 2014). The solutions found in the study to these issues include the use of telecommuting from whence employees have the liberty to work from other locations close to their homes or from inside their homes themselves.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The term research refers to an objective, scientific investigation or inquiry that is based on data, is critical and systematic in an organized manner to tackle unique problems that a society might be facing (Sekaran, 2003). This chapter therefore covered the various components of methodology. These include the design of the research, the population of the research, sample designs, the analysis of data as well as the data collection methods used in the research.

3.2 Research Design

A case study cross sectional survey design that is descriptive was employed in this study (Zaidah, 2007). The goal of this descriptive case study survey was to examine and describe relevant areas and facets of the matter of interest from an industry-oriented, individual, business, or other perspectives. Based on the result of the investigation, the researching individual determined the extent to which telecommuting relates to employee perceived performance. Quantitative data was collected through the utilization of close-ended questionnaires and semi-structured questions. This tool offered the researcher an inexpensive, fast, and efficient avenue to gather data from a large sample size while also providing the means to collect data on the behaviour, preferences, intentions, the attitudes, and opinions of target audiences (Sekaran, 2003).

3.3 Population

A group of objects, persons or individuals that would be subject to research or scientific inquiry refers to the term population (Banerjee & Chaudhury, 2010). It therefore refers to the group to which the researcher used to generalize or base the study findings on. The study's target population was 3,544 employees or staff in the organization (Kenya

Airways PLC, 2022). The study targeted entry level employees, middle level management employees and senior level management employees.

3.4 Sample Design

Sampling refers to the process and method of selecting a representative number of persons or individuals from the target population and is a fundamental tool for research activities and studies because the target population often is comprised of an overwhelming number of individuals for any research project to incorporate as participants in their study (Sekaran, 2003). The stratified random sampling technique was utilized to obtain the sample figure of staff who was participants in this study. The researcher then categorized the employees into strata that was based on their work cadres which include entry-level employees, middle management employees and senior management employees. The researcher considered 10% of the total number of staff to get the actual sample of the study as reported in Table 3.1. This was aligned with Sekaran, (2003) who indicated that for an online survey, a sample size larger than 30 but less than 500 is sufficient.

Table 3.1 - Sample Size

Strata	Total Population	Sample Size	Round off
Entry level employees	2,313	231	10%
Middle management employees	886	89	10%
Senior management employees	345	34	10%
Total	3,544	354	10.0%

Source: (Kenya Airways PLC, 2022)

3.5 Data Collection

The researcher adopted questionnaires as the preferred tool of data collection. This is because questionnaires were well suited for collecting data from many respondents and because they allow for many variables to be studied at once (Evans & Mathur, 2005). Questionnaires that were administered online was the best choice for this research because they are easy to design and administer in addition to being cost-effective. The questionnaire was administered online to facilitate timely responses as well as to minimize the cost involved in conducting the research. This also took into consideration the limited time and resources that the researcher had to conduct the study.

Data from online questionnaires was easy to enter in the computer system and analyse. Also, online questionnaires had a much higher item completion rate because the researcher respondents had to answer a question to be allowed to advance to the next question and so on up to the end (Sekaran, 2003). The questionnaire had section A that was made up of the personal data of participants. Section B consisted of data on the telecommuting and Section C focused on the performance of employees.

3.6 Data Analysis

Data was analyzed using descriptive and inferential statistics. Descriptive statistics are used to summarize data to create meaning out of it. They comprise of means, standard deviations, and variance. The researcher presented the findings using tables and pie charts. Statistical techniques such as percentage, standard deviations, and variance was used to analyse the collected data (Sekaran, 2003).

Further treatment of the information was conducted by utilizing simple linear regression analysis through which the researcher utilized of statistics to examine how strong the relationship two variables have wherein change in one variable led to similar systematic change in the other. This established the correlation between telecommuting and employee performance in Kenya Airways.

3.6.1 Linear Regression model

The models for regression adopted in data analysis are presented in subsequent sub-sections.

Direct Effects Model

This was given by the equation:

$$y = \beta_0 + \beta_i X_i + \epsilon$$

Where;

- Y - Dependent Variable (employee performance)
- β_0 - Constant Term
- β_i - Beta Coefficients of telecommuting
- X_i - Predictor variable (telecommuting)
- ϵ - Error Term

The tests were conducted at 95% confidence level with margin errors of 5%. Therefore, the variables (predictor and dependent variable) will be considered having relationship if $p < 0.05$ otherwise no relationship.

CHAPTER FOUR: DATA ANALYSIS AND INTEPRETATION OF FINDINGS

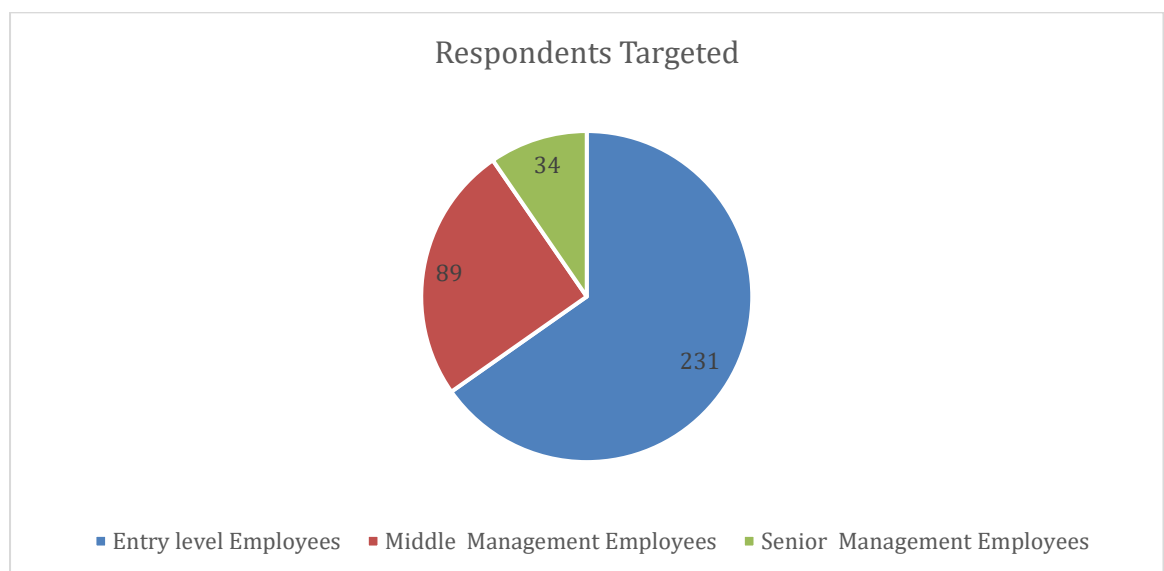
4.1 Introduction

This data analysis and interpretation on the influence that telecommuting has on the performance of employee performance at Kenya Airways PLC is presented in this chapter. Data was entered into SPSS version 25 for analysis after coding. Descriptive statistics such as mean and standard deviations as well as linear regression were used to analyze data to bring out the correlation between telecommuting and the performance of employee. Data was displayed in the ensuing tables.

4.2 Response Rate

The researcher had targeted a total of 354 respondents. They were 231 entry level employees, 89 middle management employees and 34 senior management employees of Kenya Airways PLC. The questionnaires were given to the 354 respondents out of whom 334 fully completed questionnaires resulting in a response rate of 94.4%.

Figure 4.1– Respondents



Source: (Research data, 2023)

4.3 Respondents' General Information

Respondents were asked to provide on their job level, age, and gender. Table 4.1 below shows their responses.

Table 4.1 - Demographic Information

		Frequency	Percentage
Gender	Male	131	39.2
	Female	203	60.8
Age	Below 20	0	0.0
	20 - 29	89	26.6
	30- 39	149	44.6
	40-49	68	20.4
	50-59	28	8.4
Employment Level	Entry level	226	67.7
	Middle management	75	22.5
	Senior management	33	9.9

Source: (Research data, 2023)

Table 4.1 shows that 60.8% of respondents were females while their male counterparts were 39.2%. This showed that most of the employees of Kenya Airways PLC that responded to this study were of female gender. In reference to age, the research revealed that most of the respondents at 149 (44.6%) were between the age of 30 and 39 years, while 89 (26.6%) were in the 20 and 29 years age bracket while 68 (20.4%) were from 40 and 49 year group. Only 28(8.4%) respondents were between 50 to 59 years. None of the respondent was below 18 years since Kenya Airways PLC only employs persons above the age of 18 years as per the labour laws of Kenya (Kenya Airways PLC, 2022). The research findings also revealed that most of the workers were at the entry level of employment 226(67.7%), 75(22.5%) were at middle management level while 33(9.9%) were at senior management level.

4.4 Employee Performance

To gauge the performance of employees, respondents were asked to indicate their level of agreement or disagreements with the statements below in which 5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 =Disagree, 1 =Strongly Disagree. Table 4.2 shows the responses.

Table 4.2 - Employee Performance

Statement	Mean	Standard Deviation	CV
I complete my work within the time allocated when telecommuting	3.92	0.88	22.4
I complete my work with speed and accuracy when telecommuting	3.95	0.86	21.8
My performance has continually improved when telecommuting	3.94	0.87	22.1
I am energetic and enthusiastic about my work when telecommuting	3.82	0.91	23.8

Source: (Research data, 2023)

The study found that majority of the respondents at (SD ± 0.88) confirmed that they would complete their work within the time allocated when telecommuting. A coefficient of variance of 22.4% indicates minimal variability from the mean, hence generally points that telecommuting enhanced the ability and agility of the employees of Kenya Airways PLC to finish their work in time, thus contributing to the improvement of their performance. When asked if they finish their work with speed and accuracy when telecommuting, most of the employees (SD ± 0.86) agreed, with minimal variation from the mean response of CV indicating 21.8%, which indicates that working remotely motivates prompt and accurate work output by employees at Kenya Airways PLC.

In reference to whether their performance had continually improved when telecommuting, most respondents ($SD \pm 0.87$) with less variation from the mean of CV 22.1% confirmed that their performance in terms of service delivery had repeatedly improved when offering their services through telecommuting.

These results are consistent with those of prior research (Allen et al, 2015), who found that employees who work remotely or in virtual offices have more flexibility in where and when they complete their tasks, significantly exhibit higher levels of job satisfaction, and productivity. It was also established that most of the respondents at ($SD \pm 0.91$) with CV of 23.8% indicating minimal variability with the mean indicated that they were energetic and enthusiastic about their work when telecommuting therefore which means that telecommunicating elicits enthusiasm and passion of employees in delivering of services which in turn leads to good performance of the organization. Similarly, other researchers (Lee, 2020) found that employees using telecommuting platforms experienced high levels of commitment due to positive corporate environment, obligations to balance work and life, flexible hours of work, and their relationships with co-workers.

4.4.1 Telecommuting and Employee Performance

To measure the effect of telecommuting on the performance of employees, respondents were asked to indicate their level of agreement or disagreements with the statements below, where 5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree. Table 4 shows the response.

Table 4.3 - Telecommuting and Employee Performance

Statement	Mean	STDev	CV
I spend over 2 hours commuting to and from work when not telecommuting	3.98	0.77	19.3
I have the flexibility to manage work processes when telecommuting	3.95	0.8	20.3
I can balance work priorities with my personal life when telecommuting	4.07	0.76	18.7
It is easy to have a good relationship with my colleagues when telecommuting	3.98	0.78	19.6

Source: (Research data, 2023)

Key

STDev= Standard Deviation

CV= Coefficient of Variation

The research established that with (SD \pm 0.77) as the weighted mean response on the implications, a coefficient variation of 19.3% indicates that there was a minimal variation of the responses from the mean which basically implied that majority of the Kenya Airways PLC employees would spend over 2 hours commuting to and from work when not telecommuting. On whether the employees had flexibility to manage work processes when telecommuting, a (SD \pm 0.80) and CV of 20.3% shows minimal variations from the weighted mean, implying that most of Kenya Airways PLC employees were more flexible to manage and control work process to the advantage of the organization).

These findings agreed with another study which also found that 73% of teleworking organizations managers in Netherlands claimed that teleworking increased the productivity of employees by letting staff manage their own workflow (Hoornweg et al., 2016), and 60% of managers in the same study claimed that increased motivation at work was also a result of receiving credit for their increased output. In contrast, an experiment in collaboration with a UK company in the public sector and found that productivity is greater when associates are in the same office or room whereby the impact is increasingly visible for complicated and urgent tasks, (Battiston et al., 2017). To achieve a better work-life balance, teleworking with a schedule that is flexible is viewed as a desired bonus by employees (Sánchez, 2021).

The research also found that most of Kenya Airways PLC employees (SD 0.76) could balance work priorities with their personal lives when telecommuting as CV of 18.7% shows minimal dispersion from the mean. A previous research study revealed that if an employee completely commits to their professional, social, and family obligations, they may attain a work-life balance (Lee, 2018). The ability of an individual to handle the many demands and duties of both work and life is a key factor in work-life balance. Telecommuting offers the flexibility needed to maintain a healthy balance between work and life (Nizar et al., 2021). Organizations as well as employers are aware of the importance of flexibility in workplaces where workers have a feeling of autonomy and are at their most productive. It was also found that with a weighted mean that came to (SD± 0.78), and a CV of 19.6% indicating minimal variability from the mean, most of the employees of Kenya Airways PLC would have a good relationship with their colleagues when telecommuting, which would be advantageous to the organization as their performance would improve as a result of synergy.

4.5 Results of Regression Analysis

The objective of this study was to establish the influence of telecommuting on employee performance at Kenya Airways PLC. To achieve this objective simple linear regression analysis was used. This procedure involved regressing performance data on telecommuting data. The results are represented in Table 4.4

Table 4.4 – Regression Analysis Results for the influence of telecommuting on employee performance at Kenya Airways PLC

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.668	0.446	0.438	.2118		
Analysis of Variance (ANOVA)						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	44.29	1	44.29	65.7	0.001b
	Residual	224.51	333	.674		
	Total	268.80	334			
Regression Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
(Constant)	1.555	.083	0.323	18.73	1.433	
Telecommuting	0.469	0.09		5.36	0.001	

Source: (Research data, 2023)

The purpose of this study was to examine the influence of telecommuting on employees' performance in Kenya Airways PLC. As Table 4.4 shows, coefficient of determination was moderately strong and significant ($R^2 = 0.446$, $F=65.7$, $p < 0.01$). This implies that 44.6% of variation in employees' performance is accounted for by telecommuting. 55.4% of variance in employee performance is due to factors that were not included in this study. The ANOVA statistics, in Table 4.4 confirmed that the regression model is significant ($f=65.7$; $p < .05$). This indicates that the data was suitable

for the data. Moreover, as indicated in Table 4.4, under regression coefficients, the intercept is positive but insignificant ($\beta=1.555$, $t=18.7$; $p<0.05$). The table also shows that for every unit change in telecommuting, employee performance increased by a significant value of 0.469 ($\beta=0.469$, $t=0.232$, $p<0.05$).

4.6 Discussion of the Results

The results shown in Table 4.4 and explained above confirm that teleworking has positive effect on employee performance at the Kenya Airways PLC. The research found a strong correlation between employee satisfaction and how much control they feel that they have over their work environments; with those employees who telecommute reporting a higher sense of autonomy compared to those who do not telework. Telecommuting workers tend to remain with the company without impetus to de-stress, leave, have improved work-family balance, and higher employee productivity ratings by their reporting supervisor and manager (Gajendran & Harrison, 2007).

Similarly, research by Khan (2018) found that teleworking permits staff to carry out their work responsibilities outside of the workplace uncontrolled by their supervisor. This gives individuals autonomy and the capacity to manage the allocated work (Khan et al, 2018). Employees who telecommute were found to be able to plan and schedule their work-related tasks as per their liking without affecting how long it would take them to complete the task. Previous research also found that the level of autonomy depended on the telecommuting work, the procedures and measures in place, the equipment used, and the type of work done at home or elsewhere (Gagné & Bhave, 2011).

The findings were in sync with the theoretical frameworks upon which this research was based on. In reference to the social exchange theory, employees at Kenya Airways PLC had a high affinity to telecommuting to its perceived social and work-related benefits being higher than the cost of them engaging in those relationships (Research, 2023). In the same breath, signals given out by the organization were well received and positively interpreted by employees who embraced working remotely. The findings however also indicated that there were several employees to whom teleworking might not have been possible due to the nature of their roles that required them to be at work in person, such as pilots, engineers, and flight attendants (Research, 2023).

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes and discusses key findings of the research, recommendations made herein, limitations that the study has, as well as areas that can be researched in the future.

5.2 Summary of Findings

The goal of the research, to determine the influence of telecommuting on Kenya Airways PLC staff performance, was guided by empirical findings. As a result, the survey revealed that majority of Kenya Airways PLC employees acknowledged that they would finish their task on time while working remotely. This demonstrates that telecommuting increased Kenya Airways PLC workers' flexibility and capacity to complete their task on schedule, which would be highly beneficial to the business as well as their performance. Additionally, it was shown that most workers completed their task quickly and accurately while working remotely, demonstrating that provision of services through telecommuting encourages workers to do their task promptly and precisely.

Most of the respondents confirmed that their performance in terms of service delivery had consistently increased when they worked remotely. It was also determined that majority of respondents indicated that they felt excited and energized about their job when telecommuting, this demonstrated that telecommunicating inspires workers to be excited and zealous in their services delivery for the successful operation of the company.

In assessing the telecommuting of the employees, the research revealed that most Kenya Airways PLC workers, when not telecommuting, would spend more than 2 hours travelling to and from work, hence employees save on time and dedicate more of it to the organization when working remotely. Kenya Airways PLC employees were able to manage and oversee the work process to the benefit of the company via telecommuting with many asserting that they could telecommute and still balance their professional responsibilities with their personal lives. Most Kenya Airways PLC workers who telecommuted were also able to achieve a balance between their work related and personal objectives.

Additionally, most Kenya Airways PLC employees would get along well with one another when telecommuting, which would be beneficial to their company as their performance would improve. Linear regression analysis also revealed that telecommuting had a positive impact on performance of employees working in Kenya Airways PLC and was statistically significant at a confidence level of 95%. In addition, this predictor in this study had high values above the critical value of 3.86, ($t=5.36$; $p<0.05$) showing a positive and statistically significant relationship with employee performance.

5.3 Conclusions

The conclusions founded on the findings of the study on the impact of telecommuting on Kenya Airways PLC on staff performance, was that most of the employees of this organization acknowledged that they would finish their task on time because of freedom to handle work processes while working remotely and that telecommuting increased Kenya Airways PLC workers' flexibility and capacity to complete their task on schedule. Additionally, most workers while working remotely completed their task

quickly and accurately as they felt excited and energized about their job when telecommuting.

In evaluating the telecommuting of the workers, the research determined that telecommuting provided the workers with the freedom to manage their work processes with a higher degree of autonomy, and that they could telecommute and still balance their professional responsibilities with their personal lives. The study also noted that those who disagreed might be employees whose roles cannot be done through telecommuting such as cabin crew, pilots, and airport-based employees or those whose telecommuting environments were not conducive. Linear regression analysis also revealed that the impact that teleworking had on the performance of employees working in Kenya Airways PLC was positive as well as statistically significant at ($p < 0.05$).

5.4 Recommendations

The study's objective was to establish whether or not telecommuting had influence on employee performance at the Kenya Airways PLC. Implementing teleworking has had a positive effect on the performance of employees based on this research. Therefore, rather than basing employee success on the number of hours they put in, employers should consider their output. Leadership at organizations such as Kenya Airways PLC ought to drive initiatives that would encourage hybrid forms of working that adapts to the new normal of telecommuting with occasional in-person meetups to more engaged workers.

Providing the right tools that facilitate teleworking inspire employees to work more productively. The study also recommends that organizations train employees on how

to use telecommuting tools effectively. Additionally, telecommuting workers prefer to have more control over how they conduct their jobs, hence organizations should provide workers more control over their schedules. Telecommuting should be implemented in a manner that allows employee greater flexibility and autonomy hence reducing stress and improve work-life balance and consequently their performance. Findings from the study also recommend that companies should put in place a supportive and distinctive telecommuting work culture for telecommuters to foster employees' sense of belonging, commitment leading to better performance.

5.5 Limitations of the Study

In conducting this research, some of the respondents were not willing to offer the needed data due to the nature of the study, where some data were so sensitive, especially those touching on employee performance. Other respondents whose roles required them to be their in-person such as pilots, cabin crew and airport staff were also reluctant to respond to the research questions. The outcomes of the research were exclusively based on Kenya Airways PLC and not other companies or organizations.

The implication therefore is that the findings of this study cannot be used or applied by other organizations. The inferences made from the findings were linked to the performance of employees in Kenya Airways PLC and were only rated using a Likert scale, and so, the findings cannot be universally used as indicators of workers performance. Respondents in the study were mainly back-office employees as most of the operational staff such as pilots and cabin crew whose roles cannot be done through telecommuting did not fill in the survey.

5.6 Areas for Further Research

Grounded on the summary of the research, the conclusions as well as the recommendations made, the study recommends that further research should be carried out on telecommuting practices, challenges for proper implementation of teleworking and sustainability of optimal implementation of telecommuting in the wider aviation industry in Kenya and not focus on Kenya Airways PLC only. These areas will provide more understanding as to how telecommuting influence employee performance and productivity in the aviation industry in Kenya due to the unique nature of industry.

The researcher also recommends the conducting of further studies to investigate the effect of telecommuting on the performance of employee in other non-aviation business organizations before generalization of the study findings are done. Additionally, another research on how telecommuting influence job satisfaction and service delivery of employees in diverse business organizations should be undertaken to determine whether the finds from Kenya Airways PLC could be applicable to the rest of the business organizations in Kenya.

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APPENDICES

Appendix I: Questionnaire

For this study, questions are categorized into sections that are drawn from the objectives of the study. Section A will ask about the general information about the respondents. Section B and C ask questions on the research objectives.

SECTION A- Personal Information

Please tick or cross out the appropriate box that corresponds with your answer.

1. What gender are you?

Male

Female

2. What age bracket do you fall in?

Below 20

20 - 29

30- 39

40-49

50-59

3. What is your level of employment?

Entry level

Middle management

Senior management

SECTION B - Telecommuting

Please tick or cross out the appropriate number that corresponds with your answer.

4. I spend over 2 hours commuting to and from work when not telecommuting.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

5. I have the flexibility to manage work processes when telecommuting.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

6. I can balance work priorities with my personal life when telecommuting.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

7. It is easy to have a good relationship with my colleagues when telecommuting.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

SECTION C – Employee performance

Please tick or cross out the appropriate number that corresponds with your answer.

8. I complete my work within the time allocated when telecommuting.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

9. I complete my work with speed and accuracy when telecommuting.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

10. My performance has continually improved when telecommuting.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

11. I am energetic and enthusiastic about my work when telecommuting.

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Thank you for your cooperation.