
EFFECTS OF COVID-19 PANDEMIC ON EMPLOYEES' PERFORMANCE IN ARCHITECTURAL COMPANIES IN NAIROBI CITY COUNTY, KENYA

Mudegu Morriner Vugutsa ¹, Dr. Kamaara Mary ²

Abstract

This study sought to determine the effect of Covid-19 Pandemic on the employee's performance in architectural companies in Nairobi County in Kenya. Specifically, the study sought to examine the effect of employee's motivation on employees' performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya, to find out the influence of job design on employees' performance during Covid 19 pandemic in architectural companies in Nairobi County in Kenya. The study used descriptive research design. For this study, the unit of analysis entailed 213 companies having a population of 3500 employees across all management levels. The study also divided the population into three categories having a representation from each group. The size of sample was 10% of the total amounting to 350 respondents. Primary data was used in this study. The study's primary data was obtained using semi-structured questionnaires. Quantitative and qualitative data were generated from the closed-ended and open-ended questions, respectively. Inferential and descriptive statistics were employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 25). The study results were presented through use of tables and figures. The study concludes that employee's motivation has a positive and significant effect on employees' performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya. In addition, the study concludes that job design has a positive and significant effect on employees' performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya. Based on the findings, this study recommends that the management of architectural companies in Nairobi County should ensure effectiveness in employee motivation through rewarding and recognition. In addition, the management of architectural companies in Nairobi County should embrace job rotation, job enrichment as well as job enlargement to improve employee performance..

Keywords

Covid-19 Pandemic, employee's performance, architectural companies, employee's motivation, job design

¹ MsC, Jomo Kenyatta University Of Agriculture And Technology

² Lecturer, Jomo Kenyatta University Of Agriculture And Technology

INTRODUCTION

The current Coronavirus disease 2019 (COVID-19) pandemic which was caused by a corona virus (SARS, CoV-2) was reported in Wuhan, China, in December 8th, 2019, afterwards, several clusters of patients with pneumonia were reported throughout late December 2019 (Zhu et al., 2020). However, due to the initial mishandling by the multi-lateral bodies like World Health Organization (WHO), the virus spread globally leading to its spread across the world, and it was declared a pandemic (Kaushik & Guleria, 2020). As of 1st May 2020, more than 3.27 million instances of COVID-19 were reported for 187 nations and regions, and more than 234,505 deaths (Kaushik & Guleria, 2020). This being the case, Covid 19 pandemic was termed as “*the third serious outbreak*” out of the 10 “influenza A” outbreaks in the last 300 years (Wang *et al.*, 2020a).

This study tends to examine the correlation between employees work environment, transformational leadership and the performance of employees. Since the COVID-19 epidemic, which changed workplace routines and sped up developments that were already planned to occur, such as digitization, the aforementioned topics have drawn attention (Sawanchai, 2020; Subawa, 2020; Wolor, 2020). In order to remain into the competitive world and up to date, firms were required to accelerate the implementation process for the digital tools that were needed as well as tutor their employees to allow them work from their home. COVID-19 pandemic altered plans that were already in place to help realize goals for the big and small businesses alike. Therefore, it can be stated that the work performance of the employees tends to play a role that is critical as far as achieving goals of the business is concerned. The pandemic changed the businesses conditions forcing the management to put into consideration strategic as well as practical steps for them to exhibit the best of the firms.

COVID-19 has had not only far-reaching implications on the Kenya economy as a whole but also varied short-term and long-term impacts on various sectors. In Kenya, the first case of COVID-19 was confirmed on March 13, 2020. By March 25, 2021, there were 104,500 confirmed COVID-19 cases in the country, constituting 0.09 percent of the global case load. The emergence of the virus in early 2020 was followed by strict containment measures aimed at curbing the spread of the virus. These measures included movement restrictions (including suspension of travel into Kenya from countries with COVID cases, imposition of curfew hours, restrictions in inter-county movement), suspension of in-person learning in all education institutions, and work-from-home directives (Permadi, 2020).

Beginning April 6, 2020, there was an introduction of cessation of all movement by road, rail, or air in and out of the worst-hit counties, including the Nairobi Metropolitan Area and the counties of Kilifi, Kwale, and Mombasa. As a third wave hit in April 2021, the government again ordered a cessation of movement in and out of the five high-risk counties of Nairobi, Kiambu, Kajiado, Nakuru, and Machakos. These measures led to disruptions in the supply systems that serve households and firms across the country. Moreover, the imposed measures had adverse effects on the IWOSS and other economic sectors more broadly. In response to the economic shock, the government put in place monetary and fiscal measures to cushion the impact on vulnerable groups and support liquidity management including tax relief for low income earners (i.e., those with a monthly salary of KSh 24,000 (\$225) and below), a reduction in the value-added tax (VAT) rates, and lowering of the central bank rate and the cash reserve ratio. Further, in mid-May 2020, the government announced the introduction of economic stimulus program amounting to KSh 53.7 billion (\$503 million). The program included labor-intensive public works programs; investments in infrastructure, health, and education; and support to farmers through supply of farm inputs by the government (Wolor *et al.*, 2020).

Kenya's economic growth in the pre-COVID-19 period was robust and resilient, expanding by 6.3 percent in 2018 and 5.4 percent in 2019. In the absence of COVID-19, the economy was projected to grow by about 6.2 percent in 2020/21. Following the confirmation of the first case of COVID-19 pandemic in March 2020, the Kenyan economy contracted and the IMF estimated that Kenya grew by -0.1 percent in 2020 relative, to a growth of 5.4 percent in 2019. The service sector was the hardest hit. However, within IWOSS, besides tourism and trade and repairs, all the other IWOSS sectors' share of employment expanded during the COVID period. ICT sector remained resilient and has demonstrated to be an important enabler for firm operations across sectors – through promoting business continuity amid the pandemic. In Kenya, ICT experienced a one-off shock in the March/April 2020 period and recovered strongly thereafter. Horticulture and agriculture have remained to be relatively resilient even with COVID-19 enabling the Country to remain competitive in the global market (Woolliscroft, 2020).

Statement of the Problem

Performance management enables employees of particular organizations to attain the goals and objective of the organization where fulfilling the expectations of the employee motivates them to work extra hard. When a firm is able to improve the employee's performance, the organization overall performance automatically improves (Ying, 2012). Having a performance management system that is effective should give an organization the capacity of enhancing its success as well making sure that its employees are well motivated (Cushway, 2015).

The period of Covid 19 pandemic affected the health for the humans thus affecting economic activity level in Kenya. Covid 19 pandemic affected the financial activities especially for economic activities in the sectors like tourism, construction, banking as well as other service firms (Yanti et al., 2020; Pohan et al., 2020). Firms together with the government worldwide were forced to adopt paradigm shift in the way they conducted their day-to-day work through adopting innovation (Woolliscroft, 2020) as well as re-evaluated their policies (Sabzalieva& El Masri, 2020) to be able to survive during this pandemic. This kind of condition became a challenge for most of the organizations since the leaders were forced to maintain the motivation of the employees during this pandemic outbreak (Wolor et al., 2020). Companies had to be willing to increase their efforts toward the goals of the firm and meet the needs of their employees (Riniwati, 2011). With such kind of motivation, it is an indication of corporate management success within the Human resources field (Permadi, 2020).

Siagian (2004) states that the main factors which tends to affect the employee's motivation within the organization is compensation and benefits. Mondy (2008) on the other hand states that payment tends to be employee's compensation for service rendered or for the work they provided to the firm. The amount paid to the employees can not only affect their motivation but also their job satisfaction as well as performance of their job (Permadi, 2020). The significance for compensation and benefits as indicated by several research indicates that it influences the work performance, job satisfaction, as well as the engagement of employees during the pandemic for Covid 19. Not much research has been done on the effects of Covid 19 pandemic, since it is a very recent issue which is still on-going. This study thus sought to establish the effect of Covid 19 in employee's performance in the architectural companies in Nairobi County in Kenya.

Research Objectives

- i. To examine the effect of employee's motivation on employees' performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya.

- ii. To find out the influence of job design on employees' performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya.

LITERATURE REVIEW

Theoretical Review

Equity theory

Equity theory was developed by Adams (1956) who wanted to understand the reactions of the employees when subjected unfair or fair treatment as compared to other workers in an organization. Basing on this theory, employees who are subjected to treatment that is unjust compared to the rest tend to bring a lot of tension which may result to minimization of their effort at the place of work, or they may even decide to quit from the job. The theory also shows the results for the employees who are subjected to just at their workplace. The theory shows the significance for fairness and justice at the place of work an example being workers it indicates the importance of justice and fairness at the workplace. Having a system that is unfair in the place of work tends to victimize and undermine the beliefs of employees where it results to negative outcome. Employees inside the company should be able to understand the value of acting modestly toward all of their subordinates, equity, which may be useful in a variety of scenarios, and its impact on the firm as a result of the employees' response (Al-Madi& Al-Zawahreh). This theory frequently applies to this research since it illuminates the reasons why people within the company might decide not to perform at their places of employment.

According to Adams theory, the level of reward workers tends to receive compared to their own contribution tend to affect their motivation in the workplace. The author suggests that employees want a relationship that is fair between the inputs and outputs. Which actually means, they want to be rewarded fairly in relation to their contributions(inputs). In addition, they want the benefits that other employees receive for their work to be equivalent to the benefits they would receive for a similar level of input. In a simple term, the theory for Adam's equity suggests that employees want compensation that is fair for their inputs, this being the case, employees will remain motivated. However, if the treatment seems not to be fair, employees may cease to be motivated.

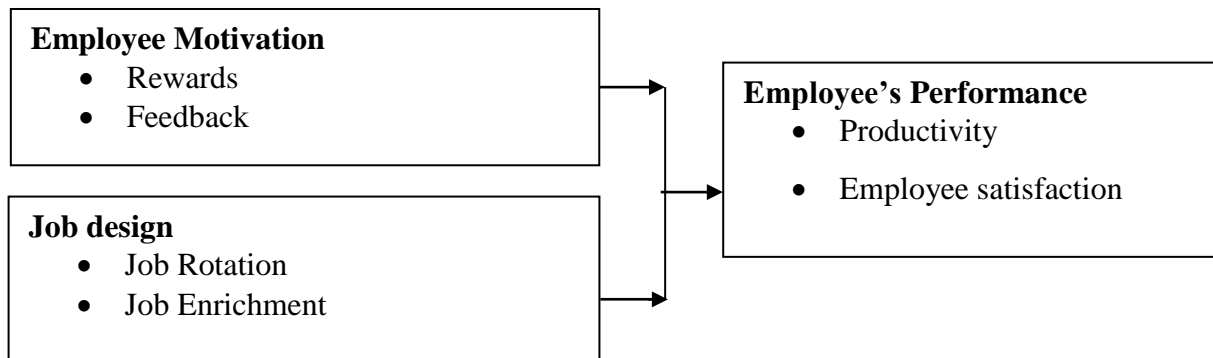
Expectancy theory by Victor Vroom

Several need theories for motivation (Herzberg, 1968; McClelland, Maslow, 1970; 1976 Alderfer, 1972;) tried to discuss what really motivates the employees within the place of work. Expectancy theory happen to be of more concerned with the antecedents cognitive which goes to motivation and how they are correlated. where, the theory of expectancy involves a process of cognitive theory of motivation which is built on the idea that employees tend to believe that their exists relationships between their work effort, the achieved performance from the effort used, as well as the benefits they tend to receive from their performance and effort. This is to say that employees tend to be motivated if they are sure that their effort that is strong will result to performance that is good and having a good performance result to benefits that are desired.

As cited by Bagga & Parijat (2014), Vroom's (1964) theory of Expectancy is mainly based on four assumptions; employees tend to join a firm having an expectation about their motivations, needs, as well as their experiences of the past. These in return affects how the employees would behave towards the firm, employee's behavior may also be an outcome of conscious choice. An example, employees tend to be free when it comes to choosing behaviors which are put forward by their own calculations for expectancy, Employees may also desire things that are different from the firm (this may include job security, salary that is

good, health cover as well as challenge), the last assumption is that the employees may want to select among alternatives to be able utilize the end results for themselves. This theory is made up of three elements that are key: valence, expectancy, as well as instrumentality. An employee is always motivated to the degree that they tend to believe (a) their work effort will result into a performance that is acceptable (expectancy), (b) their performance is rewarded (instrumentality), and lastly (c) reward value that tends to be highly positive (valence). This theory was used to assess the influence of employee motivation on employees' performance during COVID 19 pandemic in architectural companies in Nairobi County in Kenya.

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Employee motivation

Basing on this study, motivation is the employee's commitment as well as innovation which is employed within their workplace. An employee who is well motivated is seen as an asset within the firm regardless of the economic situation facing a country. There are a number of ways to motivate an employee within a firm however, this study considers motivational measures like; the use of rewards, training and development, giving feedbacks as well as employees recognition. A manager should be able to identify what an employee considers a motivator to help them improve their job performance.

Job design

Job design is a function of human resource management that deals with specifying the job content, methods to adopt as well as the job relations to be able to satisfy the needs of the firm as well as the requirements of the person conducting the job. Job design is always implemented to help employees be in the correct station for work as well as enhance their job satisfaction to help a firm achieve productivity.

Empirical Review

A study was conducted by Waiyaki (2017) to determine the correlation between motivation and staff performance within the Pam Golding Properties. The results showed that Pam Golding Properties management employed motivational goal setting partially to act as a motivator to their staffs. The firm also allowed their employees to take part in goal setting. In addition, the study also revealed that there tend to experience lack of regular training of the employees as well as development for them to improve their knowledge and their key skills. It was also stated that, there was no program for mentorship for their staffs either during induction or when achieving their goals. In conclusion of the study, it revealed that Pam Golding Properties employees tend to be highly dissatisfied with Money packages which were being offered to them by the company since they saw the package as not being

competitive as compared to other firms within a similar field. With this it was agreed in the study that, as much as money happened to be a great motivator and the organization should consider offering additional non-monetary benefits in order to fully satisfy its employees accordingly. Therefore, there tend to exist a positive relationship between the performance of employees and motivation (Waiyaki, 2017).

In a study conducted by Brobbey and Ibrahim (2015) to determine whether the financial sector in the employees of Ghana is affected by motivation. The research indicated that recognising the employees, offering opportunities in leadership, interacting with the staffs as well as meeting employees' expectations tends to motivate the employees. Other factors which tend to affect employee's performance includes advancement of technology, employee's evaluation, level of comfort, working environment that is good, managerial standards as well as Lack of incentives. With the stated findings it indicated clearly that motivation within the firm tend to enhance efficiency where the employees can attain the goals of the firm as well as their personal needs thus creating a good relationship between them and the organization (Brobbey & Ibrahim 2015).

A study entitled "Banking Employee Performance During Covid-19 Pandemic: Remuneration and Motivation "which was conducted by Sembiring et al. (2020) revealed several factors which tend to affect employees in the banking industry performance where remuneration as well as work motivation during the pandemic helped in motivating the industry to enhance the performance of their employees. The research was conducted using quantitative method. The study was conducted in a bank in Surabaya, where according to the findings, work motivation and work remuneration simultaneously had an influence in the performance of the employees during the Covid-19 pandemic.

A study was conducted by Ochieng, Achieng, and Owuor, (2014) with the aim of establishing whether job design tends to influence the banker's performance in Kisumu City. The study findings indicated that, task variety, task significance, as well as task identity had an influence on the banker's accomplishment. However, the autonomy of task happens not to be a performance factor as far as this study was concerned. the study concluded that, job design happened to be a factor which tends to determine the employee's performance as well as the task creation identity for the employees was also recommended in the study to help enhance the employee's performance (Ochieng, Achieng, &Owuor, 2014) with the findings on the study, it is evident that the job design tends to influence employee's performance within the organisation.

RESEARCH METHODOLOGY

This research adopted descriptive research to determine the features of employees. For this study, the architectural firms in Kenya, Nairobi County which entails 220 registered firms according to the Board of registration of Architects & Quantity Surveyor (BORAQS). For this study, the unit of analysis entailed 220 companies having a population of 3500 employees across all management levels. For this study stratified random sampling was adopted in this research. The size of sample was 10% of the total amounting to 350 respondents. The study employed both the questionnaires and interview as the main collection instrument that contains both open ended and close ended questions. SPSS version 25 was used to analyse the data. Qualitative data was analysed using content analysis which was performed in SPSS. Pearson R correlation was used to measure strength and the direction of linear relationship between variables. Multiple regression models were fitted to the data in order to determine how the independent variables affect the dependent variable.

ANALYSIS AND INTERPRETATION OF DATA

Descriptive Statistics Analysis

Employee's Motivation and Employees' Performance

The first specific objective of the study was to examine the effect of employee's motivation on employees' performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya. The respondents were requested to indicate their level of agreement on various statements relating to employee's motivation and employees' performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 1.

From the results, the respondents agreed that employee motivation determines the extent of employee performance. This is supported by a mean of 3.887 (std. dv = 0.676). In addition, as shown by a mean of 3.830 (std. dv = 0.972), the respondents agreed that employee rewarding is a key component of employee motivation. Further, the respondents agreed that employee recognition is a key component of employee motivation. This is shown by a mean of 3.712 (std. dv = 1.005). The respondents also agreed that their organization has adopted various employee motivation strategies. This is shown by a mean of 3.710 (std. dv = 0.608). With a mean of 3.703 (std. dv = 0.876), the respondents agreed that there is still room for improvement as far as employee motivation is concerned.

Table 1: Employee's Motivation and Employees' Performance

	Mean	Std. Deviation
Employee motivation determines the extent of employee performance	3.887	0.676
Employee rewarding is a key component of employee motivation	3.830	0.972
Employee recognition is a key component of employee motivation	3.712	1.005
Our organization has adopted various employee motivation strategies	3.710	0.608
There is still room for improvement as far as employee motivation is concerned	3.703	0.876
Aggregate	3.718	0.873

Job Design and Employees' Performance

The second specific objective of the study was to find out the influence of job design on employees' performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya. The respondents were requested to indicate their level of agreement on various statements relating to job design and employees' performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 2.

From the results, the respondents agreed that job design influences employee performance. This is supported by a mean of 3.798 (std. dv = 0.893). In addition, as shown by a mean of 3.779 (std. dv = 0.858), the respondents agreed that job rotation helps in improving employee performance. Further, the respondents agreed that job enrichment improves employee performance. This is shown by a mean of 3.755 (std. dv = 0.902). With a mean of 3.688 (std.

dv = 0.910), the respondents agreed that job enlargement improves the level of employee performance. The respondents also agreed that they are satisfied with the job rotation strategies implemented. This is shown by a mean of 3.676 (std. dv = 0.862).

Table 2: Job Design and Employees' Performance

	Mean	Std. Deviation
Job design influences employee performance	3.798	0.893
Job rotation helps in improving employee performance	3.779	0.858
Job enrichment improves employee performance	3.755	0.902
Job enlargement improves the level of employee performance	3.688	0.910
Am satisfied with the job rotation strategies implemented	3.676	0.862
Aggregate	3.731	0.856

Employee's Performance in Architectural Companies

The respondents were requested to indicate their level of agreement on various statements relating to employees' performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya. A 5 point Likert scale was used where 1 symbolized strongly disagree, 2 symbolized disagree, 3 symbolized neutral, 4 symbolized agree and 5 symbolized strongly agree. The results were as presented in Table 3.

From the results, the respondents agreed that employee performance in their organization has remained stable during the COVID 19 pandemic. This is supported by a mean of 3.928 (std. dv = 0.776). In addition, as shown by a mean of 3.858 (std. dv = 0.636), the respondents agreed that the productivity of their employees has been improving over the years. Further, the respondents agreed that task performance of their employees has improved over the years. This is shown by a mean of 3.710 (std. dv = 0.972). The respondents also agreed that the level of employee satisfaction in our organization has improved. This is shown by a mean of 3.612 (std. dv = 1.005). With a mean of 3.552 (std. dv = 0.608), the respondents agreed that they are satisfied with the level of employee performance in our organization.

Table 3: Employee's Performance in Architectural Companies

	Mean	Std. Deviation
Employee performance in our organization has remained stable during the COVID 19 pandemic	3.928	0.776
The productivity of our employees has been improving over the years	3.858	0.636
Task performance of our employees has improved over the years	3.710	0.972
The level of employee satisfaction in our organization has improved	3.612	1.005
Am satisfied with the level of employee performance in our organization	3.552	0.608
Aggregate	3.754	0.786

Inferential Statistics

Correlation Analysis

From the results, there was a very strong relationship between employee's motivation and employee's performance during covid 19 pandemic in architectural companies in Nairobi

County in Kenya ($r = 0.825$, p value = 0.001). The relationship was significant since the p value 0.001 was less than 0.05 (significant level). The findings are in line with the findings of Waiyaki (2017) who indicated that there is a very strong relationship between employee's motivation and employee performance.

Moreover, there was a very strong relationship between job design and employee's performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya ($r = 0.834$, p value = 0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the findings of Brobbee and Ibrahim (2015) who indicated that there is a very strong relationship between job design and employee performance.

Table 4: Correlation Coefficients

		Employee Performance	Employee's Motivation	Job Design
Employee Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	341		
Employee's Motivation	Pearson Correlation	.825**	1	
	Sig. (2-tailed)	.001		
	N	341	341	
Job Design	Pearson Correlation	.834**	.297	1
	Sig. (2-tailed)	.000	.060	
	N	341	341	341

Regression Analysis

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 0.861. This implied that 86.1% of the variation in the dependent variable (employee's performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya) could be explained by independent variables (employee's motivation, job design).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.928 ^a	.861	.862	.10254

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 622.12 while the F critical was 2.399. The p value was 0.002. Since the F -calculated was greater than the F -critical and the p value 0.002 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 employee's motivation, job design, working environment and transformational leadership style on employee's performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya.

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	102.028	4	25.507	622.12	.002 ^b
Residual	13.668	336	.041		
Total	115.695	340			

a. Dependent Variable: Employee Performance

The regression model was as follows:

$$Y = 0.329 + 0.397X_1 + 0.387X_2 + \varepsilon$$

According to the results, employee's motivation has a significant effect on employee's performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya ($\beta_1=0.397$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in line with the findings of Waiyaki (2017) who indicated that there is a very strong relationship between employee's motivation and employee performance.

The results also revealed that job design has a significant effect on employee's performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya, ($\beta_1=0.387$, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Brobby and Ibrahim (2015) who indicated that there is a very strong relationship between job design and employee performance

Table 7: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.329	0.091		3.615	0.002
Employee's Motivation	0.397	0.097	0.398	4.093	0.000
Job Design	0.387	0.097	0.389	3.990	0.001

Conclusions

The study concludes that employee's motivation has a positive and significant effect on employees' performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya. Findings revealed that rewards, recognition and feedback influence employees' performance.

In addition, the study concludes that job design has a positive and significant effect on employees' performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya. Findings revealed that job Rotation, job Enrichment and job enlargement influence employees' performance.

Recommendations

The study found that employee's motivation has a positive and significant effect on employees' performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya. This study therefore recommends that the management of architectural companies in Nairobi County should ensure effectiveness in employee motivation through rewarding and recognition.

Further, the study found that job design has a positive and significant effect on employees' performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya. This study therefore recommends that the management of architectural companies in Nairobi County should embrace job rotation, job enrichment as well as job enlargement to improve employee performance.

Suggestions for Further Studies

This study focused on determining the effect of Covid-19 Pandemic on the employee's performance in architectural companies in Nairobi County in Kenya. Having been limited to architectural companies in Nairobi County in Kenya, the findings of this study cannot be generalized to public organizations in Kenya. The study therefore suggests further studies on

determining the effects of Covid-19 Pandemic on the employee's performance in public organizations in Kenya.

Further, the study found that the independent variables (employee's motivation, job design, working environment and transformational leadership style) could only explain 86.1% of employee's performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya. This study therefore suggests research on other factors affecting employee's performance during covid 19 pandemic in architectural companies in Nairobi County in Kenya.

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