



**HYBRID WORK SYSTEMS AND EMPLOYEE PERFORMANCE IN
TELECOMMUNICATION FIRMS IN KENYA**

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ABSTRACT

Organizations worldwide are embracing a new concept in the form of Hybrid work model which will help in curbing the remote work challenges. Organizations are now trying to adopt a hybrid work model which gives the freedom to the employees either to remote work or come physically to office and work. Many organizations worldwide have decided not to keep the physical workplace norm every day. Employers in the telecommunication sector are faced with several human resources challenges including staff retention and motivating the employees. Increasing numbers of corporate mergers and acquisitions have left employees feeling detached from the companies that they served and haunted by concerns of overall job security. The general objective of the study was to examine the relationship between hybrid work systems on employee performance at telecommunication firms in Kenya. The specific objectives were to examine effect of job sharing, job autonomy as it relates to employee performance at telecommunication firms in Kenya. The study was guided by expectancy theory, and self-determination theory. This study employed a cross sectional survey design. The target population for this study was 318 employees of telecommunication firms Kenya. Yamane 1967 formula was used to sample 177 staff. To obtain the desired sample of 177 employees, the researcher used simple random sampling. The study used questionnaires to collect data. A pilot study was conducted with 10% of the sample size hence 21 staff. The researcher use content and construct validity. Reliability was tested through Cronbach's Alpha Coefficient method. Quantitative data was coded then analysed using Statistical Package for Social Sciences (SPSS) computer software version 28. Descriptive and inferential statistics were used for analysis. Data was tabulated. The findings showed that; there is a weak significant relationship between a strong significant relationship between job sharing and employee performance ($r=0.647$, $p=0.000$), and a strong significant relationship between job autonomy and employee performance ($r=0.752$, $p=0.000$). The recommendations are; and the management should constantly try to assign some of their responsibilities to subordinates and grant them the power to decide how and when to accomplish the tasks assigned.

Key Words: Hybrid Work Systems, Employee Performance, Telecommunication Firms in Kenya, Job Sharing, Job Autonomy

Background of the Study

COVID-19 pandemic has drastically changed the usual working norms of organisations worldwide. The entire world is trying to cope up in every possible way to overcome the unprecedented situation. Organisations worldwide are trying to adopt many new norms which were never dreamt of before (Lenka, 2021). Remote work which had started as a short time solution due to COVID-19 pandemic has now become more or less a full-time office norm. During the pandemic organizations worldwide were sceptical about the success of remote work concept (Mahapatra, 2021). Organizations worldwide are embracing a new concept in the form of a hybrid work model which will help in curbing the remote work challenges. Organizations are now trying to adopt a hybrid work model which gives the freedom to the employees either to remote work or come physically to office and work. Many organizations worldwide have decided not to keep the physical workplace norm every day. Organizations are planning to keep the office open physically as per the requirement. It is now not mandatory for employees to attend office for a fixed time every day but when there is requirement, they can attend office and on other times they can work remotely (Weideman & Hofmeyr, 2020).

Hybrid work model means the combination of remote work and physical presence in the office. A hybrid work model is a workforce structure that includes employees who work remotely and those who work on site, in a company's facilities. Remote employees may choose where they wish to work (such as a home office), while on-site employees work from a central location such as an office building, warehouse, factory or retail outlet. A hybrid work model provides employees with greater flexibility and the option to work from home or anywhere they can be productive. With hybrid work, the workplace is no longer inside the four walls of the corporate office, rather it's an ecosystem of employees working from home, in coworking spaces, and the office. Team members can migrate between various locations depending on the work they need to get done (Smith, 2022).

According to Gupta and Kumar (2023), the physical work arrangement and the work-from-home system are combined to define hybridity, specifically in a workspace. A hybrid system is also known as a blended system. Adopting the hybrid workplace paradigm is necessary in order to prioritize the future of work. Flexibility at work, lower labor costs, increased worker/employees' happiness, and better environmental experiences are all important components of the benefits package that comes with remote work. More teams have been able to return to the office due to the restrictions being lifted, but instead of adopting the traditional working arrangement, offices now enable teams to work a combination of in-person and remote work. Working remotely has its share of difficulties along with advantages. Culture and connectivity, communication, productivity, motivation, stress management, and balance are some of the main difficulties of hybrid work. Hybrid work supports a blend of in-office, remote, and on-the-go workers. It offers employees the autonomy to choose to work wherever and however they are most productive. The staff are allowed to fix their working schedules, work remotely, and share jobs with their colleagues (Vidhyaa & Ravichandran, 2022).

Statement of the Problem

The telecommunication industry in Kenya contributes to 3% of the country's GDP, with revenues of over 264 billion Kenyan shillings as of 2018 (GSM Association, 2020). According to (African business information, 2022), the industry has been a lifeline during the COVID 19 pandemic for enabling activities like financial services, ecommerce, online learning and most importantly working from home. It is estimated that the sector provides employment for over 19,250 people with stakeholders estimating the sector as having high growth potential (GSM Association, 2020). The benefits of the sector go beyond direct impact further supporting a wider economic system in the country. The sector has made various strategic and leadership changes to improve on service delivery but there is still high competition in the industry. This is as a result of each of the company's efforts to achieve the largest market share of mobile subscribers, increase its profit and general organization performance. This trend has resulted to closure of some companies like Yu and mergers amongst others like Telkom and Airtel Kenya merger (Telecom, 2019).

Employees are faced with a myriad of problems in relation to their work environment. This is especially in terms of the working hours, mobility at the workplace and compensation. In order to

reach their organizational peak performance, the mobile companies must be able to create a workplace environment where employees are motivated to work (Odembo, 2019). Kenya Economic survey (2021) indicates a significant increase in remote work and digital service uptake with an average of 29% of employees working remotely but there is a lack of comprehensive understanding of how these arrangements impact the performance of employees especially in the telecommunications industry. Kang'iri and Nafula (2021) Showed that more than 75% of employees at Safaricom were satisfied with their work environment. There was however a 5.4% attrition rate which is low compared to Airtel which has a 30% attrition rate and Telkom with an attrition rate of 22%. Omondi (2022) found that due to high competition in the telecommunication industry in Kenya, Airtel laid off 162 staff whose job were considered redundant. This has led to loss of experienced and talented staff resulting to high work load, fatigue, and low productivity. Noor (2022) study showed that customers satisfaction among the telecommunication sector is low. More than 50% complaints were related to speed of response to inquiry, and rate at which customers' needs are met.

Researchers have discovered a link between Hybrid work systems and employee performance. Njiru (2016) found that shorter work weeks had an impact on worker productivity, job satisfaction, and staff morale in the public sector in Kenya. Muriithi (2023) found that hybrid working arrangements had positive and significant relationships with employee productivity in the Communications Authority of Kenya (CA). Given the significance of the telecommunications industry to the country's economy, and due to study limitations on hybrid work systems and employee performance in telecommunication firms in Kenya, this study seeks to explore the link between hybrid work and employee performance. The study hence seeks to fill the study gap, and to provide insights into various ways in which hybrid work can be optimized for organizational goals and more specifically to enhance employee performance.

General Objective

To examine the effect of hybrid work systems on employee performance in telecommunication firms in Kenya.

Specific Objectives

- i. To examine job sharing and its influence to employee performance in telecommunication firms in Kenya.
- ii. To determine how job autonomy is linked to employee performance in telecommunication firms in Kenya.

LITERATURE REVIEW

Theoretical Review

The Expectancy Theory

The expectancy theory was developed by Victor Vroom in 1964. The theory encompasses what motivates employees in an organization. Motivation is a force that energizes, directs and sustains behaviour (Nteere, 2012). Motivation can also be defined as the complex of forces inspiring a person at work to willingly use his capacities for accomplishment of certain objectives (Saleem, 2010). The expectancy is the belief that one's effort will result in attainment of their goals. The be motivated to work if they believe that there is a positive correlation between efforts and performance (Robbins & Judge, 2012). Workers practicing job sharing are expected to have better performance because they can access resources like more time and support which makes them believe that they can do their jobs as well as attending to family responsibilities. Workers using job sharing are motivated since they value its benefits hence they combine both work and family responsibility.

Self-determination Theory

The self determination theory is one that presents a comprehensive framework for the research studies on wellness, personality development and human motivations. According to (Ryan & Vansteenkiste, 2023), the theory offers a blueprint in understanding the motivational basis of social behaviour and

personality and the relation to psychological needs of high quality life, psychological flourishing and well-being. The theory focuses on varied forms of motivation , more specifically from autonomous to controlled motivation to predict outcomes such as vitality , engagement and performance. According to the theory, autonomy involves the ability of acting with full sense of choice, endorsement and volition. The theory provides insightful and comprehensive understanding of how job autonomy can enhance and optimize motivation for employee performance. As cited by (Gardner, 2020) , by fostering autonomy, organizations can foster intrinsic motivation, hence creating fulfilling work environments that promote a flexible and evolving work landscape.

Conceptual Framework

A conceptual framework is a graphic representation of the interrelationship of variables describing the phenomenon under study (Cresswell, 2017). According to Frey et al., 2021, a conceptual framework represents a hypothetical model on the relationship between dependent and independent variables. The Independent variable of this study are hybrid work systems while independent is employee performance. The conceptual framework is presented in Figure 2.1.

Independent variables

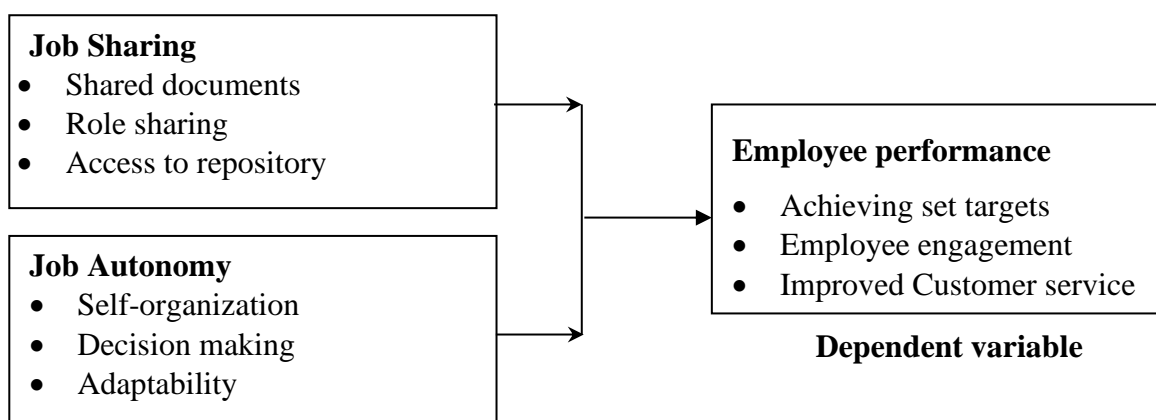


Figure 2. 1: Conceptual Framework

Job Sharing

Job sharing is an arrangement in which two people voluntarily share the responsibilities, salary, and benefits of one full-time position, each working part-time on a conventional basis. Job sharing creates normal part-time employment opportunities where there is a need for full-time position. It differs from other part-time work by virtue of the coordinated approach to job responsibilities that it requires. There is great variability in the ways the time and the demands of a job are shared. Time need not be shared on a 50:50 basis, but can vary in proportions usually depending on the needs of the job sharers (Branine, 2023).

According to Ioan, Codruta, and Patricia (2020), job distribution is a practice that permits more than one worker to simultaneously occupy a permanent work position with tasks and work hours divided among the staff. Work distribution is most suitable, where there are limited openings for temporary jobs or other measures. One of the benefits of implementing a job-sharing policy is that it gives employees sufficient time to prepare for other appointments such as care for the family. Moreover, job distribution promotes cooperation among workers where job sharers can provide mutual support for each other and learn from each other. Job sharing was recently introduced by organizations for greater employees' work-life balance and subsequent performance. Job sharing is an innovative method of work arrangement that allows two or more employees to jointly fill one full-time job. It has become an important part of the benefit and compensation programs with the observations that effective job-sharing brings benefits to the employees as well as the organization in many ways. The benefits have been found to outweigh the additional transaction costs. Job sharing can increase flexibility, motivation, job satisfaction, time for other commitments, and facilitates the development of partnerships, work at two different jobs to expand their experience. Combining a more comprehensive

range of skills and experience in a single job can improve staff retention, increase performance, and acquire skilled workers (Edwin, 2020).

Job Autonomy

This refers to the extent to which employees in an organization have the freedom and independence to manage and determine various aspects of their work. According to (Debus et al., 2020), job autonomy extends its definition to include freedom and independence to choose methods and schedule work. Within research, job autonomy is achieved through phases of decision latitude and job control. Autonomy has been evidenced by (Fürstenberg et al., 2021), as having the ability to influence positive wellbeing outcomes as well as several behavioural outcomes. Autonomy has been evidenced to buffer against some negative impacts of job demands such as time pressure and workload. Cho et al., 2021 argues that due to some job characteristics, detrimental effects can result from high levels of job autonomy. The results of this research imply that autonomy is not only associated with positive outcomes, rather, can also be associated with a general lack of job design. As it causes an increase in decision making demands, this may result to impaired well being and cognitive overload.

In a research done to investigate job autonomy in a changing work environment, (Khoshnaw, & Alavi, 2020) determined that job autonomy is a characteristic that helps individuals with overqualifications. Drawing on proactivity and literatures of person environment fit, autonomy denotes a proactive type of behaviour where employees have to constantly keep adjusting the boundaries of their jobs. Employees who are overqualified were significantly more likely to intend to exit and withdraw from their work if it provided little job autonomy. Research by (Gabler & Kalra, 2024), proposed that intrinsic motivation moderated the relationship between work performance and job autonomy. Results of the research showed that the link between reported work quality and perceived job autonomy was moderated by intrinsic motivation. Asserts that job autonomy plays an essential role in influencing and shaping employee performance. By fostering continuous learning, decision making, self-management and adaptability, organizations are able to create fulfilling and empowering work environments.

Empirical Review

Job Sharing and Employee Performance

Singh, Selvarajan, and Solansky (2019) studied influence of co-worker support on employee performance in USA. Findings showed that coworker-support and coworker-exchange were positively related to employee performance. Minabere (2020) examined the relationship between job sharing and organizational performance of telecommunication companies in Rivers State, Nigeria. The study adopted the cross-sectional survey design. The study population was 584 managers and a sample of 69 was identified using Taro Yamane sampling formula. Questionnaires were used to collect data. Findings showed that there is a positive significant relationship between job sharing and organizational performance.

Gacheri (2022) studied effect of flexible work arrangements on employee performance in the Vocational and Technical Training State Department in Nairobi County. This study targeted all 935 employees drawn from the State Department and a sample size of 252 participants consisting of 5 directors, 13 managers and 234 staff was picked randomly. A questionnaire helped in gathering data. Findings established that job sharing significantly and positively effect on employee performance. Job sharing helps staff in finishing work early to take care of my individual issues and that their firm permits workers to make local arrangements amongst each other when unable to work full time.

Job Autonomy and Employee Performance

Given the current changes in the work environment, HR and organizational leaders are required to foster a work environment that promotes employee performance and satisfaction. According to (Dettmers & Bredehöft, 2020), one way that this can be achieved in organizations is by giving employees more autonomy in their work. Critique by (Nallalingham, 2023), consistently shows that employees who have control over how they experience their work, have higher levels of job satisfaction and psychological wellbeing. A meta analysis of 99 studies explored the link between job satisfaction and autonomy and found a positive correlation between the two variables. A study by

(Debus et al., 2020), found out that there were higher levels of job satisfaction and low level burnout to employees who had more autonomy in their work, which in turn contributed positively to better organizational performance. Implementation of autonomy in the research was also characterized by the need to monitor progress, setting clear job expectations, providing support and training and fostering a culture of trust that empowers employees to do their work.

Mworio et al, (2021) examined the relationship between job autonomy and employee performance in the county government of Isiolo. According to the research, employees were found to be a strategic asset in organizations and the means through which an organization can sustain itself in an increasingly competitive world. With a sample of 140 employees, the study found that there was significant relationship between employee performance and job autonomy. The study recommended the need for enhanced autonomy and means to increase productivity, engagement and overall performance. In a study conducted in 24 commercial banks in Kisumu, investigated how task autonomy impacted the performance of the banks. Employees who reported high task autonomy, had higher performance at 62.03% in comparison to employees who reported having moderate task autonomy at 60.81% (Achieng & Awuor, 2014). The results indicated that performance was slightly dependent on the status of task autonomy.

RESEARCH METHODOLOGY

This study employed a cross sectional survey design. The target population for this study was the senior management staff at Safaricom, Telkom, Airtel, and Equitel Kenya as shown in Table 3.1.

Table 3. 1: Target Population

Firm	Management staff
Safaricom	139
Airtel	54
Telkom	78
Equitel	47
Total	318

The sample size of staff was determined using Yamane 1967 formula. To obtain the desired sample of 177 employees, the researcher used simple random sampling. The staff were sampled from the firm headquarters and customer service outlets in Nairobi County. This ensured that the sample is a good representative of the firm workforce. The study used questionnaires to collect data. This study data was analysed using content analysis. Quantitative data was coded then analysed using Statistical Package for Social Sciences (SPSS) computer software version 28. The choice of the software was influenced by its ability to appropriately create graphical presentation of questions, data reporting, presentation and publishing. SPSS is also able to handle large amount of data and it is purposefully designed for social sciences. Descriptive statistics were used to analyse the data in frequency distributions and percentages which were presented in tables. Inferential statistics used in the study were correlation and regression.

RESEARCH FINDINGS AND DISCUSSIONS

The sample size of study was 177 management staff of four main telecommunication firms in Kenya. The pilot test respondents were 10% of the total hence 18 respondents. Out of the distributed 159 questionnaires, 130 were successfully filled and returned. Thus the response rate of was 81.7 %. According to Kothari (2012), an adequate response rate is one that is greater than 50%, while an exceptional response rate is typically one that is greater than 70%. This suggests that the response rate in this study is enough for drawing both conclusions and giving advice.

Job Sharing

The first objective sought to examine job sharing and its influence to employee performance in telecommunication firms in Kenya. Respondents were asked to tick on the extent to which they agree/disagree with statements related to job sharing. Findings are presented in Table 1

Table 1: Job Sharing

Key: SD=Strongly disagree, D=Disagree, NS=Not Sure, A=Agree, SA= Strongly agree, M=Mean.

Statements	SD		D		N		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
I am motivated to perform well because the firm encourages employees to share work	2	1.5	5	3.8	4	3.1	27	20.8	92	70.8	4.55
Job sharing allows me to finish work earlier	14	10.8	20	15.4	13	10.0	62	47.7	21	16.2	3.43
Job sharing has enabled me to have a fulfilling personal life	5	3.8	18	13.8	10	7.7	50	38.5	47	36.2	3.78
Job sharing arrangements serve the needs both of individual employees and their work unit/departments	15	11.5	17	13.1	14	10.8	53	40.8	31	23.8	3.52
The firm has formal mechanisms to enable exchange of best practices regarding work performance in all departments	51	39.2	26	20.0	10	7.7	24	18.5	19	14.6	2.20
I am willingly to share knowledge with my colleagues	7	5.4	14	10.8	7	5.4	64	49.2	38	29.2	4.10
Job sharing has enabled me to adequately perform my work responsibilities	8	6.2	13	10.0	18	13.8	44	33.8	47	36.2	3.86

Findings show that the senior staff strongly agreed that; they are motivated to perform well because the firm encourages employees to share work (M=4.55). The staff further agreed that they willingly share knowledge with their colleagues (M=4.10), job sharing has enabled staff to adequately perform their work responsibilities (M=3.86), job sharing has enabled staff to have a fulfilling personal life (M=3.78), job sharing arrangements serve the needs both of individual employees and their work unit/departments (M=3.52), and job sharing allows staff to finish work earlier (M=3.43). Findings also show that majority of the telecommunication firms lack formal mechanisms to enable exchange of best practices regarding work performance in all departments (M=2.20).

Findings imply that companies promote work sharing among employees, which improves information sharing. There is no staff rivalry because the employees are eager to share expertise and collaborate in good faith. Through job sharing, individuals are able to complete duties on time, reducing the likelihood that work will pile up. These employees also have more time to unwind and arrive at work prepared to manage everyday tasks. Because job sharing promotes teamwork, it has also increased productivity across the institution's departments. However, the majority of companies lack official procedures to improve staff knowledge exchange which may be due to the organization structure and layout. Findings concur with Tubigi and Alshawi (2015) that knowledge transfer was most common in knowledge management process used by organization. Gacheri (2022) added that job sharing helps staff in finishing work early to take care of my individual issues and that their firm permits workers to make local arrangements amongst each other when unable to work full time.

Job Autonomy

The second objective sought to determine how job autonomy is linked to employee performance in telecommunication firms in Kenya. Respondents were asked to tick on the extent to which they agree/disagree with statements related to job autonomy. Findings are presented in Table 2.

Table 2: Job Autonomy

Statements	SD		D		N		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
Autonomy in my job allows me to achieve set targets	28	21.5	26	20.0	3	2.3	30	23.1	43	33.1	3.24
The firm has utilized training to improve on customer service	3	2.3	23	17.7	19	14.6	35	26.9	50	38.5	3.66
I feel empowered to manage my own schedule and deadlines	12	9.2	11	8.5	8	6.1	46	35.4	53	40.8	3.84
Self-organization has allowed me to engage with others effectively in my work	19	14.6	24	18.5	6	4.6	51	39.2	30	23.1	3.26
Employees are satisfied with having job autonomy	19	14.6	8	6.1	12	9.2	42	32.3	49	37.7	3.81
The firm empower employees to adapt to changing work environment	17	13.1	9	6.9	6	4.6	47	36.2	51	39.2	4.11
The firm allows freedom in making significant decisions	47	36.1	36	27.7	12	9.2	13	10.0	22	17.0	1.84

Results show the staff agreed that; the firm empower employees to adapt to changing work environment (m=4.11), the staff feel empowered to manage their own schedule and deadlines (m=3.84), employees are satisfied with having job autonomy (m=3.81), the firm has utilized training to improve on customer service(m=3.66), self-organization has allowed staff to engage with others effectively in their work (m=3.26), and job autonomy allows staff to achieve set targets (m=3.24). The senior staff disagreed that the firm allows freedom in making significant decisions(M=1.84).

The findings imply that the firms gives the staff the freedom and independence in scheduling work and making decisions regarding the procedures and methods used to conduct work. This freedom enables the staff to achieve set targets. The staffs are also at liberty to manage their schedules and deadlines which releases the tension to deliver tasks. The staff are able to deliver quality work since they work within their timelines. There is however limitation in making significant decisions and staff may feel that their voice in decision making is not heard by the management. Findings are in line with Nallalingham (2023) that employees who have control over how they experience their work, have higher levels of job satisfaction and psychological wellbeing. Autonomy foster a work environment that promotes employee performance and satisfaction.

Employee Performance

Respondents were asked to tick on the extent to which they agree/disagree with statements related to employee in the telecommunication firms. Findings are presented in Table 3.

Table 3: Employee Performance

Statements	SD		D		N		A		SA		M
	F	%	F	%	F	%	F	%	F	%	
There is increased engagement at my work place	20	15.4	16	12.3	22	16.9	41	31.5	31	23.8	3.23
Customer service has improved	12	9.2	24	18.5	19	14.6	40	30.8	35	26.9	3.32
I have been able to achieve my targets on time	49	37.7	64	49.2	8	6.2	9	6.9	0	0	1.82
I have been able to serve more clients in a day	22	16.9	60	46.2	12	9.2	19	14.6	17	13.1	2.60

Findings show that; the senior staff agreed that there is increased engagement at the work place (M=3.23), and customer service has improved (M=3.32). Senior staff disagreed that they have been able to achieve their targets on time (M=1.82), and they been able to serve more clients in a day (M=2.60). Findings imply that although customer service has improved in majority of the

telecommunication firms, the staff have not been able to achieve targets on time and the number of the clients to be served supersedes staff ability. Findings concur with Noor (2022) that customers satisfaction among the telecommunication sector is low due to speed of response to inquiry, and rate at which customers' needs are met.

Correlation Analysis

Correlation analysis was conducted to establish the strength of relationship between the independent and dependent variable. The significance level for significant relationship was ≤ 0.05 . Correlation results are presented in Table 4.

Table 4: Coefficient of Correlation

Variables		Employee performance	Job sharing	Job autonomy
Employee performance	Pearson Correlation	1		
	Sig. (2-tailed)			
Job sharing	Pearson Correlation	.647**	1	
	Sig. (2-tailed)	.000		
Job autonomy	Pearson Correlation	.752**	.944	1
	Sig. (2-tailed)	.000	.000	

** Correlation is significant at the 0.05 level (2-tailed).

Findings show that a strong significant relationship between job sharing and employee performance ($r=0.647$, $p=0.000$), and a strong significant relationship between job autonomy and employee performance ($r=0.752$, $p=0.000$). Findings support various scholars who also found a relationship between hybrid work systems and staff performance. These include; Minabere (2020) that there is a positive significant relationship between job sharing and performance, and Mworira et al, (2021) that there is a significant relationship between employee performance and job autonomy.

Regression Analysis

This research used multivariate regression analysis to determine the relationship between the independent variables (job sharing, job autonomy) and the dependent variable (employee performance in telecommunication firms in Kenya).

Table 5: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant/Y Intercept	5.444	.384		14.182	.000
Job sharing	1.312	.244	1.151	5.383	.000
Job autonomy	2.183	.241	1.938	9.051	.000

Results show that a unit change in job sharing would have a significant unit change on employee performance in telecommunication firms in Kenya ($\beta_1=1.312$, $t=5.383$, p value= 0.000), and a unit change in job autonomy would have a significant unit change on employee performance in telecommunication firms in Kenya ($\beta_1=2.183$, $t=9.051$, p value= 0.000). Regression results show that job autonomy had the greatest effect on employee performance, followed by job sharing. Findings concur with Muriithi (2023) that hybrid working arrangements have positive and significant relationships with employee productivity.

Conclusion

The employees share jobs within each of their departments. This allows for knowledge and skills exchange amongst employees in companies. By sharing tasks, employee performance is improved,

since it enables employees to complete their work on schedule. Additionally, the staff members can learn from one another, which enhances their abilities. Colleagues can learn from one another informally through knowledge exchange through informal collaboration. Despite the potential benefits, organisations haven't implemented any policies that would allow employees to share jobs. Job sharing makes it easier for workers to share expertise, which enhances output and working conditions. Additionally, it promotes unity and a feeling of community among the employees, which may increase their enthusiasm at work. Both the needs of the departments in which employees work and the needs of the individual employees are satisfied by effective job sharing.

There is job autonomy in the telecommunication firms. Higher levels of job autonomy improve staff performance. Employee performance is improved when they are allowed to select the work approaches they will use because it enables them to schedule when and how to carry out duties assigned. When employees are free to choose the methods to use in carrying out their work, they feel encouraged and this ensures better employee performance. Increasing an employee's level of autonomy at work motivates both the staff and the management of the companies.

Recommendations

Junior employee mentorship and apprenticeship programs should be offered by the firms. The companies should have a sufficient amount of knowledge on hand, a transparent audit trail of each employee's knowledge, and restricted access to the knowledge that has been gathered. The firms should make investments in information communication infrastructure to improve worker knowledge exchange. Staff members will be able to confer with less risks associated with this.

The management should constantly try to assign some of their responsibilities to subordinates and grant them the power to decide how and when to accomplish the tasks assigned. This has the potential to be a very powerful source of inspiration and improve employee efficiency. The management can enhance job autonomy by increasing the control among employees over what they are supposed to accomplish. This can be achieved by a more elaborate performance management system whereby realistic targets are set.

Areas for Further Studies

The study only focused on four telecommunications firms in Kenya. A similar incorporating other telecommunication firms in Kenya should be carried out. In addition, the study focused on job sharing, job autonomy. As such, further studies should be conducted to assess other aspects of hybrid work systems that affect employee performance in telecommunications firms in Kenya.

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