

**ASSESSMENT OF WORKING FROM HOME DURING
COVID-19; THE CASE OF AGP POULTRY PLC
(ETHIOCHICKEN)**



STUDENT NAME: Rahel Tasew
STUDENT NUMBER: GSE/6604/11
COURSE NAME: Masters in Human Resource Management
DEPARTMENT: Department of Human Resource Management
COURSE CODE:

SUPERVISOR: Dr. Atsede Tesfaye

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Declaration/Confirmation

I, Rahel Tasew, hereby declare that the thesis work entitled, “Assessment of working from home during Covid-19; the case of AGP Poultry PLC”, and the work presented here are my own and has been generated by me as the result of my own original research. I have conducted this study independently except for the guidance and suggestions of my research advisor. This study submitted by me for the award of the Master of Human Resource Management (MA) to Addis Ababa University at Addis Ababa Ethiopia, is original work and it has not been presented for the award of any other Degree, Diploma, Fellowship or other similar titles of any other university or institution.

By: Rahel Tasew

Signature:

Date: June 7th, 2021

Confirmed by:

Advisor: Dr. Atsede Tesfaye

Signature _____ Date _____

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LIST OF ACRONYMS/ ABBREVIATIONS

FWA: flexible work arrangement

WFH: Working from Home

WHO: World health organization

ILO: International Labour Organization

EEA: Ethiopian Economic Association

WLB: Work life balance

SHRM: Society for Human Resource Management

ABSTRACT

Working from home arrangement; as defined by Bossart (2017), is an arrangement in which an employee works from home or some other non-office locations. Although it is commonly used in most developed countries, this arrangement was commonly used in non-developing and developing countries like Ethiopia before the Covid-19 pandemic. Since this pandemic is highly affecting the world economy and is changing the work culture dramatically, most countries; including Ethiopia, are now using working from home arrangement as one solution to keep the gear going. Given the fact that working from home arrangement is a new system to Ethiopia, this study aimed at looking to what working from home has been like during Covid-19. To achieve this purpose, a descriptive study design was used to analyse the data collected through close-ended questionnaires from the sample of eighty AGP Poultry head office employees. These respondents were selected using convenience sampling considering availability of data. The data collected from the questionnaire were analysed using descriptive statistical measures such as Mean, mode and frequency analysis. The major findings of this study includes; employees are able to balance life and work commitments while working from home. Although employees of AGP poultry are provided with the access to technology to work from home, they do not have the access to other data and documents to do their jobs smoothly from home. Employees are focused on work while working from home. most of the respondents do not prefer WFH over the traditional office set up. employees are meeting their KPI's working from home but they claim their performance while working from home is not better than their performance while working in a traditional office set up.

Key Words: *Working from home, flexible work arrangement, work-life balance, employee performance, pandemic, Covid-19, workplace flexibility*

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Flexible work arrangement (FWA) is a strategy that is used as a responsive method to changing expectations and circumstances. It stresses on the willingness and ability to adapt to change concerning how and when work gets done (Doyle, 2020). This responsiveness to change is what made flexible work arrangement a widely used strategy during this pandemic.

Ever since Covid-19 was found in Wuhan, Hubei, China and reported to be transmitted human-to-human in January 20, 2020, it took the professional world by the storm leading many companies into considering alternative work arrangement practices. Prior to this pandemic, the idea of flexible work arrangement was seen simply as a practice to support working moms; woman in general, and companies were slowly making progress in to adopting it (Morphet & Lyons,2020) But since this pandemic many companies practiced a greater flexibility (Morphet & Lyons, 2020).

Working from home (remote work) is one type of flexible work arrangement where employees are given the freedom to work from outside of the office (Stowers, 2019). It has many advantages one of which is achieving greater work-life balance, which in return leads to increased employee satisfaction and improved motivation. Improved employee motivation; on the other hand; is one of the important factors that can help improve employee performance-(Sandhya & Kumar, 2011).

The history of working from home (remote work) goes way back to the first hunter and gatherers era where there was no difference in the place where people live in and the place where they work at (Reynolds, 2017). Fast forward to 1760 – 1840 when the industrial revolution kicked-in is when people started to leave home and toil in the outside work

environment. In the early 1900's, modern office setups were introduced which led to the large use of telephone, telegraph and public electricity (Casey, 2019).

The idea of Working from home took another step when Jack Nilles published the book "Telecommunication Transportation trade-off" in 1976. Jack Nilles was a rocket scientist before he shifted his career in the early 1970's to the director of interdisciplinary research at the University of Southern California. He noticed the notorious traffic congestion and increasing volatility around air pollution and floated the idea that office workers does not necessarily need to go into the company's offices to be effective on doing their jobs and proposed the idea of working from home to business leaders including his own employer. But the response was negative by then. Supporting his ideology with research, Nilles published his book "Telecommunication Transportation trade-off" in 1976 which gave him the name "the father of telecommuting" (Berthiaume, 2020)

In 1975, the innovation of personal computers paved the way to changes in technology and how people do their jobs. The invention of Wifi in the 1991 made it even more easier to work as well as share using the internet from home. The evolution of working from home started to increase the pace as companies began to understand the effectiveness of adopting this arrangement and as technology became more advanced which made working from home more applicable (Casey, 2019).

The pandemic steamrolling the economy and altering work and school processes put Nilles' idea of working from home into the light once again and companies all around the world are now using this arrangement as a responsive strategy to adopt to the change (Berthiaume, 2020)

Employee performance refers to how workers behave in the workplace and how well they perform the job duties they are obligated to—(Donohoe, 2019). Since employee performance is essential to the overall success of any business, business owners need

employees that are able to get the job done (Leonard, 2019). Workplace flexibility is often used to keep employees engaged and as a means of best talent retention. Through an improved employee productivity, this arrangement can help meet organizational goals (Doyle, 2020).

Over the years, many researchers have studied about working from home. According to Davidescu, Apostu, Paul and Casuneanu (2020), employees working on desired work hour arrangement tend to be more motivated and spend a longer period of time without changing jobs. Wong, Cheung, and Chen (2020) claim that during this pandemic, female workers tend to prefer working from home arrangements more than male workers and most of them want this arrangement to continue even after the pandemic. This study also concluded that WFH plays a major role on refining work-family balance and helps on improving wellbeing, which then enhances job performance. On the contrary, according to a study conducted by Rahman, Kistyanto and Surjanti (2020) which was conducted to assess the influence of FWA on the performance of employees living in a highly Covid-19 hit areas; flexible work arrangement does not have a significance influence on employee performance.

There is a research gap in working from home arrangement in Ethiopia. There is not much of a study conducted in this area considering the fact that working from home arrangements are poorly practiced in many companies in Ethiopia before the pandemic. This study looks into how working from home is being practiced during this pandemic in an attempt to bridge this research gap.

In this research, five groups of research variables (employees perception, availability of infrastructure, work environment, work-life balance and employee performance) are discussed.

1.2BACKGROUND OF THE COMPANY

EthioChicken is a leading distributor of chickens to rural farmers in Ethiopia. It is a corporate brand, which manages and controls three affiliated companies; AGP Poultry PLC, Mekelle Farms PLC & Andasa Poultry PLC. The Company was established in September 2010 G.C by two Americans; David Elis & Joseph Shields. Having its head office in Addis Ababa, the company operates in four regions of Ethiopia and currently has ten farms which are located in Andasa, Mekelle, Burayu, Gelan, Holeta, Atat, Gubre, Worabe, Emdiber and Sodo.

The company is mainly engaged in hatchery and breeding of a special chicken breed called “Saso” which is imported from France & British. Its market structure focuses on local farmers of Ethiopia (specially women) aiming to ensure financial independence and minimize malnutrition.

There are 1,519 employees currently working in the company of which 1,456 of them are permanent employees and the rest are contract based.

The Mission of the company is to create a healthier and wealthier family by providing a highly productive breed to the rural areas of Ethiopia so that women can engage in a profitable poultry business and be able to feed their children protein. It is 100% a profit-making company but yet has a positive social impact.

1.3PROBLEM STATEMENT

According to the United Nations report, Covid-19 is changing the work culture all over the world dramatically. It is becoming a game-changer for how work is done whether in small or large companies throughout the world and is particularly impacting small and medium sized enterprises.

The International Labour Organization has recommended that, in line with the guidance and recommendations of the World Health Organization, organizations must practice the

appropriate flexible working arrangements such as teleworking (working from home) in order to minimize the direct effects of Covid-19.

The first case of COVID-19 in Ethiopia was reported back in March 13th, 2020. Since then, the country registered 156,112 confirmed cases and sadly reported 2,321 deaths due to this pandemic as of February 26th, 2021. (WHO, 2021)

After the pandemic reached the country, the government declared a state of emergency directive that forbids layoffs which helped the formal sector not to experience a large-scale unemployment rate (Hirvonen, 2020). After this declaration, most companies started to strategically plan on how to keep their business running without any layoffs even though their business is being highly affected as a result of the worldwide economic crisis caused by this pandemic. Most companies started to practice flexible work arrangements including WFH (Work from home), teleworking and working in shifts.

These types of work arrangements were not usually practiced in most companies in Ethiopia before this pandemic. WFH arrangements became well known both to companies and employees after it started to be used as a strategic solution to the disrupted world of work. This study, therefore, emphasises on how adopting WFH arrangements can be of a strategic solution for companies and looks into what it has been like to put this arrangement in to practice taking the experience of AGP Poultry.

1.4 RESEARCH QUESTIONS

In order to achieve research objectives, this study answers the following research questions:

- What is employee's perception of working from home during Covid-19?
- What is the home work environment like while working from home?
- How is work-life balance while working from home during Covid-19?

- What is the availability of necessary infrastructure like while working from home during Covid-19?
- What is the performance of employees like while working from home during Covid-19?

1.5 OBJECTIVES AND AIMS

Overall Objective

The main objective of the study is to evaluate working from home arrangement during Covid-19 . It answers the following specific objectives

Specific objectives

- To investigate employee's perception on working from home during covid-19.
- To investigate how employees are performing during this pandemic while working from home.
- To investigate how effective working from home arrangement is on keeping work-life balance.
- To investigate how home work environment is while working from home during Covid-19.
- To investigate how available infrastructure is while working from home during Covid-19.

1.6 DEFINITION OF TERMS

Flexible work arrangements (FWA):

Are work programs wherein employees are given greater scheduling freedom in how they fulfil the obligations of their positions (Graham & Baxter, 1996).

Employee performance:

Refers to how workers behave in the workplace and how well they perform the job duties they are obligated to (Donohoe, 2019). To perform is to produce valued results. A performer can be an individual or a group of people engaging in a collaborative effort (Elger, 2007).

Flexplace:

Refers to as the ability to choose where workers engage in work related tasks. It allows employees to choose where work related tasks are done (Hill, Hawkins, Ferris, & Weitzman, 2001).

Telecommuting:

Telecommuting is often defined as the use of telecommunications technology to partially or completely replace the commute to and from work (Mokhtarian, 1991)

1.7 ORGANIZATION OF THE STUDY

This study is organized into five chapters. The first chapter is the introduction part of the study which contains the background of the study, the statement of the problem, basic research questions, objectives of the study, definition of terms, significance of the study, and the Scope of the study. The second chapter discusses the details of related theoretical and empirical literature reviews. The third chapter will focus on the methodologies used in this study. The fourth chapter discusses the results and findings of the study by a brief interpretation and discussions of the findings. The last chapter discusses the findings, conclusions, limitations and recommendations of the study.

1.8SCOPE OF THE STUDY

This study focuses on the assessment of adopting working from home arrangement during Covid-19 in AGP Poultry (Ethiochicken). The findings of this study would have a more significant importance if other companies were included in its scope but considering data convenience, this study is limited to one organization. In addition to this, this study is only applicable for professional employees in the back office.

1.9SIGNIFICANCE OF THE STUDY

The results of this study will have the following advantages.

- The results of this study will help the management of AGP Poultry to understand the role of adopting working from home arrangement during this difficult time of the pandemic.
- It will give AGP Poultry the understanding of how employees perceive the idea of working from home.
- It will help AGP Poultry to identify the possible ways of implementing working from home even post the pandemic.
- It will help the company to identify areas of Policy change or improvement in practice
- It will serve as a reference for other researchers who want to conduct further study on the subject in the future.

CHAPTER TWO

2.1 THEORETICAL LITERATURE REVIEW

2.1.1 Why flexible work arrangement?

A study from Manpower Group Solutions (2017) revealed that nearly 40% of job candidates worldwide said schedule flexibility is one of their top three factors in career decisions. According to Stowers (2019), in order to improve employee satisfaction and productivity, employers should offer workplace flexibility. This is because allowing employees to work remotely can boost employee morale and reduce stress levels and a great work-life balance builds trust and commitment within the workplace, which can increase productivity.

2.1.2 Types of Flexible work arrangement

Flexible work arrangement has different arrangements. It can be used distinctly or cooperatively depending on how much of flexibility a company desires to practice. According to Bossart (2017), flexible work arrangement can be categorized as follows.

1. **Felxtime:** is a system wherein employees pick their initial and leaving times from a variety of available hours.
2. **Compressed work week:** Under this arrangement, the standard work week is trodden into fewer than five days.
3. **Work from home:** This term encompasses various arrangements in which an employee works from home or some other non-office locations. Telecommuting is the most commonly practiced example of this type of flexible employment.
4. **Job Sharing:** Under these arrangements, two people voluntarily share the duties and responsibilities of one full-time position, with both salary and benefits of that position prorated between the two individuals.

5. **Work Sharing:** It allows businesses to temporarily reduce hours and salary for a portion of their workforce while maintaining the number of employees.
6. **Expanded Leave:** This option gives employees greater flexibility in terms of requesting extended periods of time away from work without losing their rights as employees.
7. **Phased Retirement:** the employee and employer agree to a schedule wherein the employee's full-time work commitments are gradually reduced over a period of months or years.
8. **Partial Retirement:** These programs allow older employees to continue working on a part time basis, with no established end date.
9. **Telecommuting:** Telecommuting allows employees to work from anywhere by using a computer and telecommunications technology.

2.1.3 Work-Life Balance

Work-life balance is defined by many scholars with many different meanings. According to Alan Kohll (2018), the definition of work-life balance is evolving along with changes among generations (i.e between Baby Boomers, Generation X and Millennials). Different generations define Work-Life balance in different ways therefore it is very important for employers to identify the difference in opinions among this generation gaps. This is mainly because work-life balance is very personal and its definition will vary according to factors such as age, family commitment, health issues, personal events and changes, personality and attitude to life (Fisher, 2019).

According to Jim Bird (2003), the core of an effective work life balance definition are two essential everyday concepts that are relevant to everyone; daily achievement and enjoyment. It is how we keep the balance of these two concepts that determines how we define the perfect work-life balance.

A simple definition of work-life balance would be prioritization between personal and professional activities. It is the level of an individual's life when job related issues still follow to home (Kukhnavets, 2021).

However, the crisis of Covid-19 has shoved work and home duties under the same shelter for many families making the boundary between work and personal life blurry (Kukhnavets, 2021).

2.1.3.1 Work-life balance while working from home

Working from home is assumed to have many advantages and disadvantages both from employees and employers' side. According to Labour Relations Agency's (LRA) practical guide to working from home (2020), working from home helps on maintaining a better work-life balance by avoiding commuting hours and by allowing employees to use this time to take care of themselves and other personal responsibilities at home. It will also help to fit house chores around their working day giving them the flexibility to choose their most productive time of the day to work from home.

The choice to decide on the start and end of the day that WFH arrangement gives to workers is valuable when it comes to attending to the needs of workers personal life. This means as long as their work is complete and leads to strong outcomes employees will have the time to spend on their personal affairs (Courtney, 2021).

On the contrary, having the freedom to choose start and end of the day may not work for some employees. Some may forget to draw the line between work-life and home-life, which might lead to working longer than one shall need to, thus; resulting stress and burn-out (Ikram, 2021).

2.1.4 Availability of infrastructure while working from home

According to the guidelines of ILO (2020), employers should provide employees the needed tools, equipment's, supplies and technology that comes handfull in performing the required tasks when

implementing WFH arrangements unless the terms and conditions of employment, collective agreement, or company policy states otherwise.

According to the reports of SHRM (2020), for technological companies, allowing a great number of their employees to work from home may not be such a big challenge since such employees are familiar with technology and they may not need additional training on that regard. But for companies outside the technology sector, implementing work at home has been more complicated. Most companies may not have the budget or the resources needed in order to equip their employees with the needed technological skills in order to work from home.

The impact of technology on the ability to do work effectively depends in some degree, on the prevalence of adoption (Davis, Ghent and Gregory, 2021). Covid-19 accelerated the widespread adoption of technologies which enabled employees to work from home and raised the relative productivity of working from home (Davis et al. 2021).

2.1.5 Employees perception on Working from home

According to the Leadership IQ study (2020), only 9% of employees said they want to work in the office at all time while the rest 91% said they rather work from home for at least some time of the week (Murphy, 2020).

The perception of people when it comes to working from home is quite different. Some employees may prefer working in an office setup while others would even be willing to take a pay cut in order to work from home (Papandrea, 2020).

Understanding the pros and cons of working from home will help employees to be ready for what is waiting for them when they work from home (Papandrea, 2020).

2.1.6 Home Environment while working from home

Working from home has many pros and cons. Since home environment is totally different from the office environment, it comes with a lot of challenges. One of the challenges of working from home is getting distracted easily. The major distractions while working from

home can be kids or spouses, cell phones (games and social media), other household duties, and noise (TV or music) (Sloan, 2017).

A report from University of California (2008), shows that it takes 23 minutes and 15 seconds to get back to a certain task after an interruption. People compensate for interruptions by working faster but this comes with the price of more stress, time pressure and higher frustration (Mark, Gudith & Klocke, 2008)

2.1.7 Employee performance

According to Don Elger's (2007), performance is a journey not a destination. The location in the journey is labelled as "level of performance." Each level characterizes the effectiveness or quality of a performance. Performing at a higher level produces results that can be classified into categories

1. **Quality increases:** results or products are more effective in meeting or exceeding the expectations of stakeholders.
2. **Cost decreases:** amount of effort or financial resources to produce a result goes down; amount of waste goes down.
3. **Capability increases:** ability to tackle more challenging performances or projects increases
4. **Capacity increases:** ability to generate more throughput increases
5. **Knowledge increases:** depth and breadth of knowledge increases
6. **Skills increase:** abilities to set goals, persist, maintain a positive outlook, etc. increase in breadth of application and in effectiveness.
7. **Identity and motivation increase:** individuals develop more sense of who they are as professionals; organizations develop their essence.

2.1.7.1 The four types of performance indicators

According to Parmenter (2019), there are four types of performance measures. These types of performance measures are then further classified into two groups; result indicators and performance indicators.

Result indicators are used to imply the fact that many measures are a result of more than one team's input.

Performance indicators are measures that can be tangled to a team or a group of teams working closely together for a common purpose.

The four types of performance indicators are listed below.

1. Key result indicators (KRIs)

According to Bernstein (2019), KRI is a metric that measures the quantitative results of business actions to help companies keep track of progress and reach organizational goals. It gives the broad and overall summary of how the organization is performing.

2. Result indicators (RIs)

Result indicators inform management how teams are joining to produce results.

3. Performance indicators (PIs)

Performance indicators inform management what teams are bringing to the table.

4. Key performance indicators (KPIs)

According to Armstrong (2009), key performance indicators are the results or outcomes that are identified as being vital to the achievement of high performance and deliver the basis for setting objectives and measuring performance.

Key performance indicators tell management how the organization is doing 24/7, daily or weekly in their most important success factors and, by taking action, management is able to increase performance vividly.

2.1.7.2 Employee performance while working from home

Aside from the abovementioned factors that affect employee performance, stress is also considered as a major determinant of performance. Workplace stress derives from many sources. Stressors like long commutes, family relationships, lack of sleep, a never-ending workload and others might lead to deviation on employee performance (Christina Hamlett, 2019). This is where working from home arrangements come in handy. Since WFH includes, the ability to adjust the days and hours of being in the office and also allows workers to work remotely, it highly reduces the traffic and the stresses of commuting during rush hours. If employees that commutes more than an hour each way are allowed to work from home, it saves time, cost and wear and tear on the road (Susan M. Heathfield, 2019)

2.2 EMPIRICAL LITERATURE REVIEW

Many scholars studied WFH in today's fast changing world of work in light of improved employee performance. According to a study by Grobler and De Bruyn (2011), innovative HR strategies are required to enable companies to remain competitive. The findings of this study show that, in order to address this changing world of work, companies are increasingly introducing the concept of flexible work practices in their organisations. The researchers concluded that FWA are proven to lead employees to higher productivity, increased morale, lower absenteeism and most importantly, lower turnover. In support of this study, a study by Agung Sedaju, Siswoyo Haryono and Nurlaila Anisahwati (2020) declare that WFH can improve work-life balance for employees, improve psychological well-being, increase work motivation, and bring increased work effectiveness in certain cultures. Another study conducted by Mweresa Bonface Mwebi and Mwandih Nicholas Kadaga (2015) also states that employee performance is positively affected by flextime work arrangement. The researcher suggested companies should adopt flextime work arrangement into their Work

Life Balance policies. On the contrary, a study conducted by Muhammad Fajar Wahyudi Rahman, Anang Kistyanto and Jun Surjanti (2020) declares that flexible work arrangements does not have a significant influence on employee performance. But this study shows that FWA has a positive influence on innovative work behaviour which in return positively influences employee performance.

The outbreak of Covid-19 shaded a new light to the wide usage of WFH in most companies through out the world. A Gartner, Inc. survey of 229 HR leaders on April 2 of year 2020 revealed that nearly 50% of organizations reported 81% or more of their employees are working remotely during the coronavirus pandemic. Another 15% of those surveyed said 61-80% of employees are working remotely at this time. The real question here is how effective is adopting WFH during this pandemic? To answer this question, a study by Wong, A.H.K., Cheung, J.O. and Chen, Z (2020) that studied the effectiveness of WFH (Work from Home), revealed that for WFH arrangement to work, personal and family wellbeing, environmental constraint and resource constraint should be taken in to account. According to the findings of this study, the effectiveness of WFH is improved by personal and family wellbeing. However, environmental constraint and resource constraint has a negative impact on its effectiveness. According to the practical guideline set by ILO, before the pandemic, only a fraction of the workforce was working from home occasionally. According to the reports, factors such as the economic and occupational structure, and access to broadband internet and likelihood of owning a personal computer, are important determinants of teleworking. The findings indicate that the amenability of jobs to working from home increases with the level of economic development of the country.

Since the first case of Covid -19 was reported in Ethiopia back in March 2020, Ethiopia has been straggling to keep up with the disturbed world economy and the professional world. According to Kalle Hirvonen (2020); on his review of phone survey on the economic impacts

of COVID-19 pandemic in Ethiopia, concluded that due to the state of emergency directive set by the government of Ethiopia that forbids layoffs, the pandemic has not resulted in a large-scale unemployment in the formal sector. However, the livelihood of casual or seasonal workers, and self-employed workers is more at risk. On the other hand, according to the reports of EEA (2020), the COVID-19 pandemic, as expected, has adversely affected employment in almost all sectors in Ethiopia. Sectors adversely affected by the pandemic and substantial number of jobs lost include construction, hotels and restaurants, wholesale and retail, industry/manufacturing, transport and personal services.

Although there seems to be a research gap in Ethiopia on assessing the current situations with the pandemic, some researchers studied the impact of applying FWA in employees job satisfaction and performance. According to a study conducted by Abenet Legesse and Abdurezak Mohammed (2020), in their exploratory research that focuses on identifying the impacts of FWAs (i.e flextime schedule, compressed workweek, and telecommuting) on job satisfaction, flexible schedule and compressed workweek contribute in enhancing the job satisfaction of employees whereas telecommuting has no significant relationship on job satisfaction. Another study conducted by Filimon Rezene (2015) that studied the impact of work-life conflict on job satisfaction declared that work-life conflict dimensions are most important factors affecting employees job satisfaction. The researcher recommended companies should adopt responsive programs and policies to the constantly changing needs and requirements of the workforce. These responsive programs and policies include locally attainable flexible work time arrangement and work life balance programs.

2.3 Conceptual framework

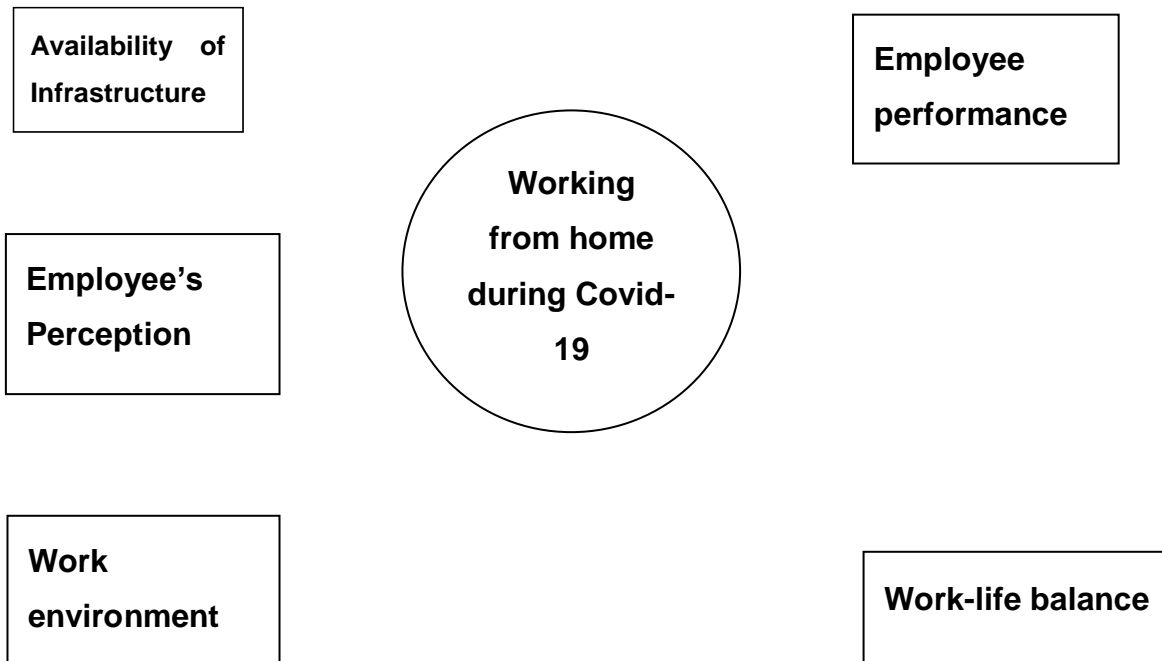


Fig 1. Conceptual framework

CHAPTER THREE

3.1 RESEARCH METHODOLOGY

3.1.1 Research Approach

According to the Alzheimer Europe (2009), there are four approaches of a research; Quantitative, Qualitative, Pragmatic (mixed approach) and Advocacy/participatory approach (emancipatory). Quantitative methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon. (Babbie, Earl, 2010). In this study, a quantitative approach is used.

3.1.2 Type/design of Research

There are four types of research design; Exploratory Research, Descriptive Research, Explanatory Research and Evaluation Research. A Descriptive Research is used in this study. Descriptive Research is defined as a research method that describes the characteristics of the population or phenomenon studied. This methodology focuses more on the “what” of the research subject than the “why” of the research subject.

3.1.3 Sampling Design

3.1.3.1 Population of the study

There are a total of 1,519 employees in this company. Out of which ninety-one employees are working at the head office of the company here in Addis Ababa.

3.1.3.2 Target Population

The head office employees are selected as a target population because accessibility of data is taken in to consideration.

3.1.3.3 Sampling Techniques

Sampling techniques are divided into two; probability sampling and non-probability sampling. In probability (random) sampling, there should be a complete sampling frame of all eligible individuals selected in the sample. In this way, all eligible individuals have a chance of being chosen for the sample. A non-probability sampling method on the other hand, is a sampling technique in which the researcher selects samples based on the subjective judgment of the researcher rather than random selection. Types of a non-probability sampling includes Convenience sampling, Quota sampling, Judgmental or Purposive sampling and Snowball sampling.

A non-probability sampling method is used for this study. Convenience sampling is used because availability of participants is taken in to consideration.

3.1.3.4 Sampling procedure

There are different types of sampling procedures such as purposeful, key informant, snowball, convenience, random table/random selection, stratified sampling and whole population. In this study, since a non-probability sampling method is used and Convenience sampling is applied, the sampling procedure is simply based on convenience and easy access.

3.1.3.5 Sample size

Ninety-One (91) head office employees are selected out of 1,519 total employees using convenience sampling method. However, out to the ninety one questionnaires distributed to these employees, only eighty questionnaires came back.

3.1.4 Sources of Data Collection

There are two sources of data; internal source and external source. When data is collected by the organization itself, it is known as internal source while when the data is collected by a third party outside the organization, it is known as external source. There are two types of data; primary and secondary data. A primary data is a “first-hand information” collected by the researcher. On the other hand, secondary data is “a second-hand information” which is obtained from already published or unpublished sources.

In this study, a primary data collection method is used in order to obtain a first-hand information on the matter.

3.1.5 Research Instrument

A structured questionnaire (close-ended questionnaire) is used as a research instrument since a primary data collection method is used. The questionnaire is structured in six categories. The first section of the questionnaire consists fourteen questions on the general information of the respondents. The second section of the questionnaire consists four questions on availability of infrastructure. The third section of the questionnaire consists three questions on the work environment while working from home. The fourth section of the questionnaire consists five questions on work-life balance. The fifth section of the questionnaire consists eight questions on employee's perception. The last section of the questionnaire consists three questions on employees performance. From section two up to section five of the questionnaire is constructed in the form of likert- scale ranging from "1" (i.e strongly agree) to "5" (i.e strongly disagree)

A secondary questionnaire is adopted from Ipsen, Kirchner and Hansen (2020) in section two of the questionnaire, A secondary questionnaire from Rahman, M. F. (2019) is adopted in section three of the questionnaire. Section four, five and six of the questionnaire will be a

composition of questions adopted from Charron and Lowe (2005), Albion (2004), Ipsen, Kirchner and Hansen (2020) and Desrosiers(2001)

3.1.6 Method of Data Collection

The questionnaires is sent to participants by direct visit. Ninety-one questionnaires were distributed to the ninety-one employees in the head office out of each only eighty questionnaires (87% of the targeted respondents) were returned.

3.1.7 Validity and Reliability

3.1.7.1 Validity

Validity measures the extents to which the results of a research instrument really measure what they are supposed to measure. Validity explains how well the collected data covers the actual area of investigation (Ghauri & Gronhaug, 2005).

3.1.7.2 Reliability

Reliability measures the consistency of an instrument in measuring something. A Cronbach's Alpha is used to measure internal consistency which indicates if we get the same results from different parts of a test that are designed to measure the same thing (Whitley, 2002) and (Robinson, 2009). In this research, since SPSS software is used for the data analysis, a Cronbach's Alpha method is used to measure reliability.

Table -1 Cronbach's Alpha reliability and validity test

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Availability of Infrastructure	0.750	0.758	4
Work environment	0.641	1.680	3
Work-life balance	0.662	0.679	5

Employee's perception	0.610	0.616	8
Employee performance	0.814	0.817	3

Table -1 above shows the reliability and validity test which was conducted to measure the internal consistency of the five constructs of this study. According to Malhotra (2007), Alpha (α) value of at least 0.60 is considered to be acceptable and he suggested, the higher the score the greater will be the reliability of the data (Rahman, 2019).

The values of the Alpha in this study are between 0.814 and 0.610. Based on the above criterion, all the components of the questionnaire are in the acceptable range and can be considered valid and reliable.

3.1.8 Data Analysis Methods

Descriptive data analysis technique is used in this research. Descriptive statistics, as defined by Prof William M.K. Trochim (2020), is used to simply describe what is or what the data shows. It is used to describe the basic features of the data in a study. Statistical Package for the Social Sciences (SPSS) version 16.0 is used for data analysis.

3.1.8 Ethical considerations

3.1.8.1 Right to Safety

The physical or psychological safety of the respondents to this research questionees is guaranteed in the process of conducting this research. This study did not press or force respondents to participate on this study.

3.1.8.2 Right to be informed

The process of this research (i.e the intentions of conducting this research, what is involved on this research, what is done with the data collected from the respondents) is openly

disclosed to the respondents in order to give them the freedom on choosing whether or not to participate on this research.

3.1.8.3 Right to privacy

Respondents of this research are guaranteed on their privacy in terms of respecting their personal spaces (i.e avoiding any unwanted phone calls, emails).

3.1.8.4 Confidentiality

The answers received from the respondents of the questionnaire used on this research are kept anonymously. The identity of the respondents of this questionnaire will not be under any circumstances disclosed to anyone outside the research project. The names of the respondents is not mentioned in the report of the findings, or any sort.

CHAPTER FOUR

4.1 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1.1 Introduction

This chapter will discuss the results of the analysis obtained by using SPSS version 16. The demographic analysis of the respondents will be discussed along side with the descriptive analysis conducted on the variables. Frequency analysis, mean and mode analysis will be discussed and interpreted accordingly. Out of the total questionnaires sent to ninety one employees, eighty questionnaires (87%) were returned and used for the analysis.

4.1.2 DEMOGRAPHIC ANALYSIS

From the total questionnaires gathered from eighty respondents, the majority of the respondents (58.8%) were male while the rest 41.2% were female. 43.8% of the respondents are between the age of 25-30, 37.5% of the respondents are above the age of 30 while 18.8% of the respondents are below the age of 25. Only 30.0% of the respondents are married while the rest 70.0% are single.

Tabel-2. Demographic information of respondents

Variable	Category	Frequency	%
Sex	Male	47	58.8
	Female	33	41.2
	Missing	0	0
	Below 25	15	18.8
	25-30	35	43.8

Age	Above 30	30	37.5
	Missing	0	0
Marital status	Married	24	30.0
	single	56	70.0
	Missing	0	0
what is your highest qualification?	Diploma	1	1.2
	master's degree	17	21.2
	BA degree	62	77.5
	Missing	0	0
what is your position (job title)?	Junior level	15	18.8
	Medium level	23	28.8
	Managerial level	28	35.0
	Senior level	14	17.5
	Missing	0	0
	Department	Finance	20
	sales and marketing	18	22.5
	Human resources	12	15.0
	feed business	8	10.0
	production	6	7.5
	logistics	11	13.8
	EHSS	5	6.2
	Missing	0	0

28.8% of the respondents claim to have children. Only 33.8% of the respondents claim to have adult dependents. 77.5% of the respondents are BA degree holders, 21.2% are Masters

degree holders, and only 1.2% are diploma holders. 35% of the respondents are in a managerial positions, 28.8% are in a medium level positions, 18.8% are in a junior position and the rest 17.5% respondents are holding a senior management positions. 25% of the respondents are working in Finance department, 22.5% are working in the Sales and Marketing department, 15% are working in the Human Resource department, 13.8% are working in the Logistics department, 10% are working in the Feed business department, 7.5% are working in the production department and the rest 6.2% are working in the EHSS department.

Table-3. Children, adult dependents and commuting time

Variable	Category	Frequency	%
Do you have a child/ children?	Yes	23	28.8
	No	57	71.2
	Missing	0	0
How many children do you have?	one	10	12.5
	two	7	8.8
	three	5	6.2
	None	58	72.5
	Missing	0	0
Do you have adult dependents who you need to take care of at home?	Yes	27	33.8
	No	53	66.2
	Missing	0	0
How long does it take you to commute from home to work/ work to home?	less than an hour	25	31.2
	one hour	20	25.0
	two hours	30	37.5

more than two hours	5	6.2
Missing	0	0

The majority of the respondents (37.5%), said it takes them two hours to commute from home to work, 31.2% of the respondents said it takes them less than an hour to commute from home to work, 25% of the respondents said it takes them one hour to commute from home to work while the rest 6.2% of the respondents said it takes them more than two hours to commute from home to work every day.

4.1.1. DESCRIPTIVE ANALYSIS

4.1.1.2 AVAILABILITY OF INFRASTRUCTURE WHILE WORKING AT HOME

As shown on Table 4 below, there are four questions respondents were asked on their perception about availability of infrastructure.

Tabel-4 Descriptive statistics - availability of infrastructure

Variable	N	Mean	Mode	Std. Deviation
I get the opportunity to work from out of office with the aid of technology.	80	2.07	2	1.003
I use internet technology to do my work as much as possible	80	1.90	1	1.109
My work success is heavily reliant on my internet connection	80	2.35	2	1.254
I need data or documents to do my work which I do	80	2.59	2	1.229

not have access to at home

Valid N (list wise)

80

The table above demonstrates the mean, mode and standard deviation of the four variables used to assess availability of infrastructure. The mean value ranges between 1.90 to 2.59 which signifies the tendency of responses towards the scale of "Strongly agree" and "Agree". The mode except for the second variable, shows 2 (the scale "Agree") which means the frequent answer by the respondents for these questions is "Agree" while for the second variable, the mode is 1 (the scale "Strongly agree") which means the most frequent answer for this question is "Strongly agree".

Table- 5 Frequency Table - availability of infrastructure

Variable	Category	Frequency	%
I get the opportunity to work from out of office with the aid of technology.	strongly agree	25	31.2
	agree	36	45.0
	neutral	7	8.8
	disagree	12	15.0
I use internet technology to do my work as much as possible	strongly agree	35	43.8
	agree	33	41.2
	disagree	9	11.2
	strongly disagree	3	3.8
My work success is heavily reliant on my internet connection	strongly agree	22	27.5
	agree	31	38.8
	neutral	12	15.0
	disagree	7	8.8
	strongly disagree	8	10.0

I need data or documents to do my work which	strongly agree	15	18.8
I do not have access to at home	agree	32	40.0
	neutral	10	12.5
	disagree	17	21.2
	strongly disagree	6	7.5

As shown on the frequency table above, for the first question asked, the highest percentage (45%) of the respondents agreed to getting the opportunity to work from out of office with the aid of technology. The highest percentage of the respondents (i.e 43.8%) strongly agreed to use internet connection to do their jobs as much as possible. The highest percentage of the respondents (38.8%) agreed their work success is heavily reliant on internet connection. The highest percentage of the respondents (40%) agreed they need data or documents to do their work which they do not have access to at home.

4.1.1.2 WORK ENVIRONMENT WHILE WORKING AT HOME

As shown on Table 5 below, there are three questions respondents were asked on their perception about their working at home environment.

Table- 6. Descriptive statistics - Work environment while working at home

Variable	N	Mean	Mode	Std. Deviation
I get time to focus on my work without interruptions from other people	80	2.23	2	1.222
I find it difficult to keep focused on work when I am alone	80	3.64	4	1.204
I get disturbed by other people in my home	80	3.24	4	1.434

In the table above, the mean value ranges from 2.23 to 3.64 which signifies the tendency of responses towards the scale of "Agree" and "Disagree". The Mode for the first variable shows 2 (the scale "Agree") which means the most frequent answer of the respondents for the statement " I get time to focus on my work without interruptions from other people" is "Agree". The mode for the second and the third variables is 4 (the scale "Disagree") which implies the most frequent answer for these two questions is "Disagree"

Table - 7 Frequency table - Work environment while working at home

Variable	Category	Frequency	%	Married	Single
I get time to focus on my work without interruptions from other people	strongly agree	26	32.5	2	24
	agree	32	40.0	12	20
	neutral	4	5.0	4	0
	disagree	14	17.5	2	12
	Strongly disagree	4	5.0	4	0
I find it difficult to keep focused on work when I am alone	strongly agree	6	7.5	0	6
	agree	8	10.0	4	4
	Neutral	17	21.2	4	13
	disagree	27	33.8	9	18
	strongly disagree	22	27.5	7	15
I get disturbed by other people in my home	strongly agree	17	21.2	6	11
	agree	8	10.0	5	3
	neutral	9	11.2	4	5
	disagree	31	38.8	8	23

strongly disagree	15	18.8	1	14
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The frequency table above shows, the highest percentage of respondents (i.e 40%) agreed to getting the time to focus on their work without interruptions from other people at home. on the other hand, the highest number of respondents (i.e 33.8% and 38.8%) disagreed to finding it difficult to keep focused on work when they are alone and to getting disturbed by other people in their homes respectively.

4.1.1.3 WORK-LIFE BALANCE WHILE WORKING AT HOME

There were five questions asked to respondents regarding how they feel about work-life balance while working at home.

Table- 8. Descriptive statistics - Work-life balance while working at home

Variable	N	Mean	Mode	Std. Deviation
Working from home is essential for me in order to attend family responsibilities	80	2.70	2	1.107
Working from home help me balance life commitments	80	2.39	2	1.061
It can be much convenient to integrate work and life due to working from home.	80	2.29	2	1.021
Working from home should be practiced in every organization for employees to maintain a better work-life balance	80	2.57	2	1.290
My working arrangements allow me to sleep for adequate number of hours and perform productively	80	2.88	2	1.173

As demonstrated on the table above, the mean value ranges from 2.29 to 2.88 which signifies the tendency of responses towards the scale of "Agree". The Mode for all the variables in the above table is 2 (which is the scale "Agree") which means the most frequent answers of the respondents for all the questions asked is "Agree".

Table - 9 Frequency table - Work-life balance while working at home

Variable	Category	Frequency	%
Working from home is essential for me in order to attend family responsibilities	strongly agree	9	11.2
	agree	35	43.8
	neutral	9	11.2
	disagree	25	31.2
	Strongly disagree	2	2.5
Working from home help me balance life commitments	strongly agree	12	15.0
	agree	43	53.8
	Neutral	12	15.0
	disagree	8	10.0
	strongly disagree	5	6.2
It can be much convenient to integrate work and life due to working from home.	strongly agree	15	18.8
	agree	41	51.2
	neutral	14	17.5
	disagree	6	7.5
	strongly disagree	4	5.0
Working from home should be practiced in every organization for employees to maintain a better work-life balance	strongly agree	20	25.0
	agree	25	31.2
	neutral	9	11.2
	disagree	21	26.2

	strongly disagree	5	6.2
My working arrangements allow me to sleep for adequate number of hours and perform productively	strongly agree	10	12.5
	agree	24	30.0
	neutral	18	22.5
	disagree	22	27.5
	strongly disagree	6	7.5

As seen on Table 8 above, the majority of the respondents (43.8%, 53.8%, 51.2%, 31.2% and 24% respectively) agreed working from home is essential in order to attend family responsibilities, WFH helps to balance life commitments, It can be much convenient to integrate work and life due to WFH, Working from home should be practiced in every organization for employees to maintain a better work-life balance and WFH arrangement is allowing them to sleep for adequate number of hours and perform productively.

4.1.1.4 EMPLOYEE’S PERCEPTION ABOUT WORKING AT HOME

Eight questions were asked to the respondents in order to determine their perception towards working from home. The table below shows the mean and standard deviation of their responses.

Table- 10. Descriptive statistics - Employee’s perception about working at home

Variable	N	Mean	Mode	Std. Deviation
During these times, I'm working more hours than normally	80	3.20	4	1.084
During these times, I'm getting less work done than	80	3.28	4	1.180

normally				
During these times, my work is more demanding than	80	2.96	2	1.185
normally				
I prefer working from home over traditional working	80	3.02	4	1.113
arrangements.				
I do not think that working from home acts a barrier	80	2.54	2	1.078
to career advancement anymore in the 21st century				
Working from home would negatively impact my	80	3.24	4	1.105
career progress within the organisation				
Working from home only works in lower-level	80	3.62	4	1.173
positions and not in positions with greater				
responsibility				
I feel tied to my computer to a greater extent than at	80	3.29	3	1.127
my workplace				

As shown on the table above, the mean value ranges from 2.54 to 3.62 which signifies the tendency of responses towards the scale of "Agree" and "Disagree". The mode for the first, second, fourth, sixth and seventh variables is 4 (i.e the scale "Disagree") which means the most frequent answer of the respondents for these questions is "Disagree". The mode for the third and fifth variables is 2 (i.e the scale "Agree") which means the most frequent answer for these questions is "Agree". The mode for the seventh variable is 3 (i.e, the scale "Neutral") which means the most frequent answer for this question is "Neutral".

Table - 11 Frequency table - Employee's perception about working at home

Variable	Category	Frequency	%
During these times, I'm working more hours than normally	strongly agree	6	7.5
	agree	18	22.5
	neutral	14	17.5
	disagree	38	47.5
	Strongly disagree	4	5.0
During these times, I'm getting less work done than normally	strongly agree	5	6.2
	agree	22	27.5
	Neutral	9	11.2
	disagree	34	42.5
	strongly disagree	10	12.5
During these times, my work is more demanding than normally	strongly agree	5	6.2
	agree	34	42.5
	neutral	8	10.0
	disagree	25	31.2
	strongly disagree	8	10.0
I prefer working from home over traditional working arrangements.	strongly agree	5	6.2
	agree	29	36.2
	neutral	9	11.2
	disagree	33	41.2
	strongly disagree	4	5.0
I do not think that working from home acts a barrier to career advancement anymore in the 21st century	strongly agree	13	16.2
	agree	31	38.8
	neutral	19	23.8

	disagree	14	17.5
	strongly disagree	3	3.8
Working from home would negatively impact my career progress within the organisation	strongly agree	5	6.2
	agree	20	25.0
	neutral	12	15.0
	disagree	37	46.2
	strongly disagree	6	7.5
Working from home only works in lower-level positions and not in positions with greater responsibility	strongly agree	3	3.8
	agree	15	18.8
	neutral	12	15.0
	disagree	29	36.2
	strongly disagree	21	26.2
I feel tied to my computer to a greater extent than at my workplace	strongly agree	4	5.0
	agree	17	21.2
	neutral	24	30.0
	disagree	22	27.5
	strongly disagree	13	16.2

As shown on the table above, the majority of the respondents (i.e 47.5%) disagreed to working more hours while working from home than working in a normal office setup. The majority of the respondents (i.e 42.5%) disagreed to getting less work done than normally while working from home. The majority of the respondent (42.5%) agreed their work is more demanding while working from home than normally. There seems to be a close range between the responses of the respondents regarding their preference between working from home and traditional working arrangements. Although the frequency percentage shows the

majority of the respondents 46.2% (i.e 41.2 % disagree plus 5% of strongly disagree) disagreed to preferring working from home over traditional working arrangement, a close range of respondents (i.e 42.4%; 36.2% agree plus 6.2% strongly agree) agreed to preferring working from home arrangement over traditional working arrangement.

The majority of the respondents (38.8% agree and 16.2% strongly agree) agree that working from home does not act as a barrier to career advancement anymore in the 21st century. The majority of the respondents (i.e 46.2% disagree and 7.5% strongly disagree), disagreed Working from home would negatively impact career progress within the organization. The majority of the respondents (i.e 36.2% disagree and 26.2% strongly disagree) disagreed on the statement Working from home only works in lower-level positions and not in positions with greater responsibility.

Although the highest percentage of the responses (30%) shows respondents are neutral regarding feeling tied to their computer to a greater extent than at their workplace, the cumulative percentage between "Disagree" (i.e 27.5%) and "Strongly disagree" (i.e 16.2%) with a total of 43.7% shows respondents are against the statement " I feel tied to my computer to a greater extent than at my workplace".

4.1.1.5 EMPLOYEE'S PERFORMANCE WHILE WORKING AT HOME

Three questions were asked to the respondents in order to determine how they think they are performing while working from home. The table below shows the mean and standard deviation of their responses.

Table-12. Descriptive statistics - Employee's perception about working at home

Variable	N	Mean	Mode	Std. Deviation
I have accomplished all of my duties according to the key performance indicators of my company even if I work from home	80	2.20	2	1.226
I finish my job responsibilities well without any significant problems even if I work from home	80	2.36	2	1.094
Working from home allows me to perform my job better than I could when I worked in the office.	80	3.04	4	1.130

The table above shows the mean value ranges from 2.20 to 3.04 which signifies the tendency of responses towards the scale of "Agree". The mode in the above table shows 2 (the scale "Agree") is the most frequent answer of respondents regarding accomplishing all of their duties according to the KPI of their company even if they are working from home and finishing their job responsibilities well without any significant problems even though they are working from home. The mode of the third variable shows 4 (the scale "Disagree") is the most frequent answer of respondents regarding the statement " Working from home allows me to perform my job better than I could when I worked in the office."

Table-13. Frequency table - Employee's performance while working at home

Variable	Category	Frequency	%
I have accomplished all of my duties according to the key performance indicators of my company even if I work from home	strongly agree	24	30.0
	agree	39	48.8
	neutral	11	13.8

	disagree	6	7.5
	Strongly disagree	24	30.0
I finish my job responsibilities well without any significant problems even if I work from home	strongly agree	16	20.0
	agree	37	46.2
	Neutral	13	16.2
	disagree	10	12.5
	strongly disagree	4	5.0
Working from home allows me to perform my job better than I could when I worked in the office.	strongly agree	7	8.8
	agree	21	26.2
	neutral	21	26.2
	disagree	24	30.0
	strongly disagree	7	8.8

The frequency table above shows that the majority of the respondents (i.e with 48.8% "agree" and 30% "strongly agree") agree to have accomplished all of their duties according to the KPI of their company even if they are working from home. The majority of the respondents (i.e with 46.2% "Agree" and 20% "strongly agree") also agree to finishing their job responsibilities well without any significant problems even if they are working from home. But, majority of the respondents (i.e with 30% "disagree" and 8.8% "Strongly disagree") disagreed to the statement " Working from home allows me to perform my job better than I could when I worked in the office"

CHAPTER FIVE

5.1 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1.1 Summary

The objective of this study was to evaluate working from home arrangement during Covid-19 in AGP Poultry. Depending on the questionnaire consisting of eighty employees who were selected using convenience sampling, this study is designed to examine working from home arrangement during Covid-19 using five variables; Availability of infrastructure, Home - work environment, Work-life balance, employees perception and employee performance.

The results from the descriptive analysis conducted revealed that out of the eighty respondents more than half of the respondents (58.8%) are male while the rest 41.2% are female. The majority of the respondents are aged between 25-30 (43.8%). According to Kasasa (2021), people who were born between 1981 and 1994/6 are called Generation Y or Millennials. This indicates the majority of the respondents are Millennials.

The frequency analysis of the general information gathered from the eighty respondents shows that the majority of the respondents claim to be single (70%) while only 30% the respondents are married. As a result of this, only 28.8% of the respondents claim to have children while the rest 71.2% of the respondents said they don't have children. Only 33.8% of the respondents claim to have adult dependents they need to take care of at home. The majority of the respondents are working on managerial positions (35%) and on medium positions (28.8). The majority of the respondents (37.5%) said it takes them more than two hours to commute from work to home and home to work while working in the office.

The descriptive statistics conducted on the variable "availability of infrastructure" indicates that the majority of the respondents agreed, during Covid-19, they are getting the opportunity

to work from home with the aid of technology. The majority of the respondents are using technology to do their jobs and their work success is heavily reliant on their internet connection. However, most of the respondents (40%) claims that they need data and documents to do their jobs which they do not have access to while working from home.

The descriptive statistics conducted on the variable "Work environment" indicates most of the respondents agreed (20%) and strongly agreed (24%) to getting the time to focus on their work without interruptions from other people. The majority of the respondents (33%) said it is not difficult for them to keep focused on work when they are alone and they do not get disturbed by other people at home.

According to the descriptive statistics conducted on the variable "Work-life balance", the majority of the respondents agreed working from home is essential in order to attend family responsibilities (a total of 55% of respondents who agreed and strongly agreed). A significant number of respondents (a total of 68.8% of respondents who agreed and strongly agreed) said working from home helps to balance life commitments. Majority of the respondents agreed it can be convenient to integrate work and life due to working from home and they suggested this arrangement should be practiced in every organization for employees to maintain a better work-life balance. They also agreed they are able to get adequate hours of sleep due to working from home arrangement which helps them to perform productively.

The descriptive statistics conducted on the variable "employees' perception" indicates the majority of the respondents (47.5% disagree plus 5% strongly disagree), disagreed to working more hours while working from home than normally. Most of the respondents said while working from home, they are not getting less work done than normally even though they claim their work is more demanding during this times than normally (a total of 48.7% responses between agree and strongly agree). The majority of the respondents do not think that working from home acts a barrier to career advancement anymore in the 21st century and

it does not negatively impact their career progress within the organization. Most of the respondents said working from home works for lower level positions as well as for positions with greater responsibility (62.4% of the respondents). The majority of the respondents (i.e a total of 43.7%) said they do not feel tied to their computer to a great extent than their workplace.

Although from the above questions asked majority of the respondents seem to like working from home, surprisingly a total of 46.2% of the respondents said they do not prefer working from home over traditional working arrangement. Only a total of 42.4% respondents said they prefer working from home over the traditional work arrangement. Although the difference in the percentage of those who prefer WFH arrangement over traditional work arrangement and those who prefer traditional work arrangement over WFH arrangement seem to be in a close range, the highest percentage of the respondent does not seem to like WFH more than the traditional office based work arrangement.

Finally, the findings from the descriptive statistics conducted on the variable "employee's performance while working from home" shows the majority of the respondents (i.e with 48.8% "agree" and 30% "strongly agree"), said while working from home, they have accomplished all of their duties as set on the Key performance indicator (KPI) of their company. The majority of the respondents (i.e with 46.2% "Agree" and 20% "strongly agree"), said while working from home, they finished their job responsibilities well without any significant problems.

However, the majority of the respondents (i.e with 30% "disagree" and 8.8% "Strongly disagree") said working from home does not allow them to perform their jobs better than they could perform when they worked in the office.

5.1.2 Conclusion

Based on the findings of this research, the following conclusions can be made for the variables used (Availability of infrastructure while WFH, Work environment while WFH, Work-life balance while WFH, employees perception about WFH and employees performance while WFH).

- In this specific study, the findings imply employees of AGP poultry are working from home during the pandemic with the help of technology. Although employees of AGP poultry are provided with the access to technology to work from home, they do not have the access to other data and documents to do their jobs smoothly from home.
- According to the findings of this study, it can be concluded that employees are focused on work while working from home.
- From the findings of this study, it can be concluded that employees are able to balance life and work commitments while working from home.
- From this study, it can be concluded that the overall perception of employees on working from home arrangement is positive. Although they claim their work is more demanding while working from home, they are not getting less work done than normally. But the findings of this study shows that most of the respondents do not prefer WFH over the traditional office set up.
- Finally, from the findings of this study it can be concluded that employees are meeting their KPI's working from home but the performance of employees while working from home is not better than their performance while working in a traditional office set up.

5.1.3 Recommendation

Based on the findings, summary and conclusions of this study, the following recommendations are presented for the management of AGP Poultry and others researchers who would like to study more in the future.

- The management of AGP Poultry should work on providing ways to avail documents and data which are not available to home workers.
- The management of AGP Poultry should look into the reasons why most home workers prefer working on a traditional office setup and come up with possible solutions to integrate home working and traditional office work.
- The management of AGP Poultry should look into ways to boost home worker's performance so that they can perform better than they did while working from the office.
- This study is conducted only on eighty head office employees of AGP Poultry. The findings of this study may be limited in its generalizability to other additional companies all over the country. Therefore, it is recommended for future researchers to draw samples of respondents from more number of companies for the sake generalizing the results of the study.
- This study is conducted only on five variables to look into working from home during Covid-19. There could be some other relevant variables which are not included in this study that may be perceived as important by organizations and employees. Therefore, future researchers may consider more variables that are important to the success of working from home arrangement.

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APPENDICES

Appendix 1: Questionnaire

Introduction

Dear respondents, my name is Rahel Tasew and I am currently studying for a master's degree in Human Resource management at Addis Ababa University School of Commerce. This questionnaire is intended to collect data in order to assess working from home during Covid-19 and employee performance in AGP Poultry PLC. The ideal respondents of this questionnaire are the head office employees of AGP Poultry PLC. The results of this study will be used *only* for academic purposes. This thesis will be submitted to Addis Ababa University school of commerce department of Human Resource Management for the fulfillment of an MA program in Human Resource Management. The confidentiality of your response is 100% guaranteed and I would like to thank you in advance for your honest response. For the successful completion of this thesis, please do not leave out any of the questions.

Instructions

Section 1. General information

Please put the “√” sign on your answer of choice

- Sex
Female Male
- Age
Below 25 25 – 30 Above 30
- Marital Status
Married Single Widowed Divorced
- Do you have a child / Children?
Yes No
- If your answer for question number 4 is “Yes”, how many children do you have?
One Two Three Four More than Four
- How old is your child/ children?
Below one year old one to five years old five to ten years old
ten to eighteen years old Above eighteen years old
- Do you have adult dependents who you need to take care of at home?
Yes No
- What is your highest qualification?

High school diploma Diploma Master's Degree
 BA degree PHD

9. Position (Job title)

Junior Level
 Medium Level
 Managerial Level
 Senior Level

10. Department

Finance Sales & Marketing Human resources business
 Production Logistics EHSS

11. For how long have you worked for AGP Poultry?

Less than a year One year Two Years 1-3 years
 Four Years More than four years

12. How long does it take you to commute from home to work / work to home?

Less than an hour One Hour Two Hours 3-4 hours

13. Did your company have a working from home arrangement before the pandemic?

Yes No

14. Does your company provide a working from home arrangement during the pandemic?

Yes No

Section 2: Working from home

Please put the “√” sign on your answer of choice

Strongly agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly disagree (5)
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No.	Availability of Infrastructure	1	2	3	4	5
1 (a)	I get the opportunity to work from out of office with the aid of technology.					
2 (a)	I use internet technology to do my work as much as possible					
3	My work success is heavily reliant on my internet connection					
4 (b)	I need data or documents to do my work which I do not have access to at home					

No.	Work environment	1	2	3	4	5
1	I get time to focus on my work without interruptions from other					

	people					
2	I find it difficult to keep focused on work when I am alone					
3	I get disturbed by other people in my home					

No.	Work-life balance	1	2	3	4	5
1 (a)	Working from home is essential for me in order to attend family responsibilities					
2 (a)	Working from home help me balance life commitments					
3 (b)	It can be much convenient to integrate work and life due to working from home.					
4	Working from home should be practiced in every organization for employees to maintain a better work-life balance					
5	My working arrangements allow me to sleep for adequate number of hours and perform productively					

No.	Employee's perception	1	2	3	4	5
1 (a)	During these times, I'm working more hours than normally					
2 (a)	During these times, I'm getting less work done than normally					
3 (a)	During these times, my work is more demanding than normally					
4 (b)	I prefer working from home over traditional working arrangements.					
5 (b)	I do not think that working from home acts a barrier to career advancement anymore in the 21st century					
6 (c)	Working from home would negatively impact my career progress within the organisation					
7 (c)	Working from home only works in lower-level positions and not in positions with greater responsibility					
8 (c)	I feel tied to my computer to a greater extent than at my workplace					

Section 3: Employee Performance

Please put the “√” sign on your answer of choice

Strongly agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly disagree (5)
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No.	Employee performance	1	2	3	4	5
1 (a)	I have accomplished all of my duties according to the key performance indicators of my company even if I work from home					
2 (a)	I finish my job responsibilities well without any significant problems even if I work from home					
3 (b)	Working from home allows me to perform my job better than I could when I worked in the office.					