

**ADDIS ABABA UNIVERSITY  
COLLEGE OF BUSINESS AND ECONOMICS  
SCHOOL OF COMMERCE**



**Assessment on Employees Perception of their Performance and Challenges Faced  
while Teleworking due to COVID-19 Pandemic in the World Health Organization  
Country Office in Ethiopia.**

A Thesis Submitted to the Department of Human Resources Management at School of  
Commerce in the partial fulfillment of the requirements for the Degree of Master of  
Arts in Human Resources Management

**By Addis Tibebe Shine: GSE/1663/12**

**Advisor: Abdurezak Mohammed, PhD**

**June 2022**

## **STATEMENT OF DECLARATION**

I, the undersigned Addis Tibebe Shine, hereby declare that this thesis is my original work and has not been accepted for the award of any other degree in any institution in Ethiopia or abroad. I would also like to confirm that all the published materials used as a reference in this paper are duly acknowledged.

Declared by:

Name: Addis Tibebe Shine

Signature: \_\_\_\_\_

Date: June 2022

## **CERTIFICATE**

This is to certify that this study, “Assessment on Employees Perception of their Performance and the Challenges Faced while Teleworking due to COVID-19 Pandemic in the World Health Organization Country Office in Ethiopia.”, undertaken by a student Addis Tibebe Shine, for the partial fulfillment of the requirements for the degree of Master of Arts in Human Resources Management at Addis Ababa University College of Business and Economics School of Commerce, is an original work and not submitted earlier for any degree either at this University or any other Universities elsewhere.

Research Advisor: ABDUREZAK MOHAMMED (Ph.D.)

Signature: \_\_\_\_\_

Date: \_\_\_\_\_



## **Acknowledgment**

First and foremost, I would like to thank the Almighty God for his help throughout my study.

Secondly, I am very much grateful to my advisor, Dr. Abdurezak Mohammed, for his continued advice and support. I would also like to express my heartfelt appreciation to the staff of The World Health Organization Ethiopia Country Office for taking the time to complete the questionnaire and for their excellent cooperation throughout the interview process.

I am also grateful to Ato Diribsa Tsegaye for his professional support with the statistical analysis of the research work.

This work would not have been possible without the support of my daughters Ruth, Rebecca and Rakeb and my entire family. Special thanks and gratitude to my husband Dr Michael Dejene for his encouragement, inspiration and support through the course of this research work.

**Addis Tibebe Shine**

## Table of Contents:

List of Tables and Figures .....	viii
List of Acronyms:.....	ix
Abstract .....	x
Chapter one: Introduction.....	1
1. 1 Background of the study:.....	1
1.2 Problem Statement:.....	2
1.3 Research Questions.....	3
1.3.1 Study Variables .....	4
1.3.2 Hypotheses: .....	4
1.4 Objective of the study: .....	5
1.4.1 General Objective: .....	5
1.4.2 Specific Objective:.....	5
1.5 Significance of the Study .....	5
1.6 Scope of the Study:.....	7
1.7 Limitation of the Study: .....	8
1.8 Organization of the Study: .....	8
1.9 Definition of Terms: .....	9
Chapter Two: Literature Review .....	10
2.1 Theoretical review of literatures on performance management:.....	10
2.1.1 Performance management and Employee performance definition .....	10
2.1.2 Theories on performance management .....	10
3. Involving time and incurring expenses.....	12
2.2 Empirical review of literatures on employees' performance and teleworking .....	14
2.2.1 Factors affecting employee's performance: .....	14
2.2.2 Teleworking: .....	15
2.2.3 Teleworking and its challenges during The COVID – 19 Pandemic:.....	17
2.3 Conceptual Framework .....	22
Chapter Three:.....	23
Research Methods .....	23
3.1 Study design .....	23
3.2 Study Population.....	23
3.3 Study setting, sample size, sampling and administration of the survey tools: .....	23

3.3.1	Study Setting: .....	23
3.3.2	Sample size determination and sampling.....	23
3.3.3	Data Collection Tools.....	24
3.3.4	Administration of the survey tools .....	25
3.5	Data Analysis .....	26
3.5.1	Quantitative data: .....	26
3.5.2	Qualitative data: .....	26
3.6	Scale Reliability and Validity.....	27
3.7	Ethical Issues:.....	28
CHAPTER FOUR .....		30
4.1	Introduction .....	30
4.2	Response rate.....	31
4.3	Demographic characteristics of the respondents:.....	31
4.5	Perception respondents about their engagement with their supervisors .....	35
	and coworkers while working from home.....	35
4.6	Respondents assessment of the appropriateness of the home office environment for teleworking	40
4.7	The respondents' satisfaction with their performance while teleworking from home.....	42
4.8	Challenges employees and managers faced while teleworking from home.....	44
4.9	Result of the Univariate and Multivariable Binary Logistic Regression Analysis .....	48
CHAPTER FIVE.....		50
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS .....		50
5.1	Introduction .....	50
5.2	Summary .....	50
5.3	Conclusion:.....	51
5.4	Recommendation.....	52
References: .....		i
Annexes: .....		vi
	Annex 1: Invitation letter and consent form .....	vi
	Annex 2: Quantitative Data Collection Tool.....	vii
	Annexes 3: Key Informant Interview Guide .....	x

## List of Tables and Figures

	<b>Figure and Tables</b>	<b>Page No.</b>
Figure 1	Conceptual Framework	22
Table 3.1	Reliability test using Cronbach Alpha	27
Table 4.1	Demographic characteristics of the study participants, May 2022	32
Table 4.2	Teleworking experiences of respondents before and during the COVID 19 and communication channels and platforms used during home working, May 2022	34
Table 4.3	Respondents assessment of their engagement with supervisors and coworkers while teleworking from home due to COVID 19, May 2022	39
Table 4.4	Respondents assessment of the appropriateness of the home office environment for teleworking from home due to COVID 19, May 2022	41
Table 4.5	Respondents' assessment of their performance while teleworking from home due to COVID 19, May 2022	44
Table 4.6	Challenges employees and managers faced during remote/virtual working due to COVID 19, May 2022	47
Table 4.7	Multivariable Binary Logistic Regression analysis	49

## **List of Acronyms:**

COVID-19:	Coronavirus disease 2019
EU:	European Union
NGOs:	Non-Governmental Organizations
T/ICTM:	Telework/ICT-Mobile Work
UN Agency:	United Nations Agency
WFH	Working From Home
WHO:	World Health Organization

## **Abstract**

*Telework is a flexible working arrangement which has been increasingly popular in many developed countries. In recent years teleworking or working from home is rapidly increasing due to the COVID-19 pandemic. The purpose of this study was to document the teleworking experience of employees and supervisors and examine effects of teleworking on employees' performance during the COVID-19 pandemic in one UN agency in Addis Ababa, Ethiopia. A cross-sectional survey design with both quantitative and qualitative data collection techniques was used for the study. The quantitative data was collected using an online survey. Overall, the study result revealed that most of the study participants have worked from home due to COVID 19. Supervisors were reported motivating and supportive. The same or better job performance while working from home was also reported. Working for more hours and work-life conflict due to having work and personal life under the same roof was a challenge for many. The study also analyzes the association between employees satisfaction of their performance while working from home and appropriateness of the home office environment for teleworking, having a supportive supervisor and getting support from colleagues while teleworking from home. This study surfaced many interesting findings that can be used by organizations as an input to develop an appropriate teleworking program for the jobs that can be organized through a fully work from home (WFH) or hybrid working arrangements.*

**Key words:** *COVID-19, teleworking, working from home, employees' satisfaction*

## Chapter one: Introduction

### 1. 1 Background of the study:

Since November 2019, the world has seen unprecedented health, economic and social crises due to the coronavirus disease 2019 outbreak or COVID-19 pandemic. As of June 08, 2022, 15:13 GMT a total of 536,810,319 confirmed cases and 6,324,018 deaths from the Coronavirus COVID-19 outbreak were reported from **228 countries and territories** globally (WORDLOMETER 2022).

To stop the spread of this contagious disease, governments around the globe have ordered quarantines. During a critical time like this, companies have resorted to working from home (WFH) to keep operations rolling and keep employees safe (Kazi & Zahir 2020).

In recent years the affinity to teleworking or home office is rapidly increasing because of the COVID-19. Even before the advent of the COVID-19, companies recognize that teleworking produce better work quality in terms of attractiveness and productivity due to better concentration, less distraction, and less driving times to the office, and thus saving time for getting the work done (Katja & Rozália 2021). Whereas, the blurring of the line between working and private life and the difficulty in building and maintaining internal social capital, elimination of a good working environment, the absence of social interactions and emotional disengagement. not being able to control the time and work of employees, lack of collaboration between work teams, isolation by professionals and reduction of learning were reported among the disadvantages of teleworking or virtual office (OECD 2021; Cristina & Susan 2003; Viccarbe 2021).

Telework/ICT-Mobile Work (T/ICTM) work can be defined as the use of ICT –such as smartphones, tablets, laptops and desktop computers– for the purposes of work outside the employer’s premises.

(Eurofound & ILO 2017) New technologies enabled employees to work from any location and not be required to physically be present in the traditional office (Mile 2020).

The incidence of T/ICTM work seems to be related to the level of technological development in various countries, but the actual adoption of such work arrangements is also closely linked to economic structures and cultures of work. Requirements for teleworking/a home office worker also include self-reliance, reliability, tech-savvy, equipment availability at home, voluntariness, and ability to work within teamwork (Eurofound & ILO 2017; Katja & Rozália 2021)

Studies showed that before COVID-19, only a fraction of the workforce was working from home occasionally. Within the European Union (EU), the incidence of regular or occasional teleworking (home-based telework and mobile telework combined) varied from 30 per cent to 10 per cent or less. Similarly up to 20 per cent of the United States workforce was reported regularly or occasionally working from home or another alternative location, and just 1.6 per cent in Argentina (Eurofound & ILO 2017). Since data on the proportion of workforce working from home in Ethiopia is not available, much was not known as how many people work from home before the COVID 19 pandemic.

## **1.2 Problem Statement:**

As a measure to mitigate the spread of COVID 19 in Ethiopia, the Council of Ministers chaired by Prime Minister of the country in a meeting held on 24 March 2020 decided that selected civil servants in Addis Ababa should work from home. Following this, it was reported that about 300,000 government employees started working from home, but it was also noted that during this period, employees working from home were expected to be accessible for tasks that require their contribution (Capital 2020). However, the modalities of communication between employers and members of the

working force as well as the working arrangement made by employers to engage the public servants in their home environment were not made clear.

Parallel with the government decision to drastically reduce the number of civil servants working from the formal office setting, many nongovernmental and private organizations also took similar measures and allowed their employees to work from home. However, unlike the unclear working arrangement for the public servants, it was noted that many Nongovernmental Organizations as well as private companies engage their employees with teleworking.

Despite this, much detail is not known on how organizations managed the engagement of their employees during the period, what challenges workers and managers faced while engaged in teleworking and how teleworking affects the workers performance in the organization. This study was conducted to answer the following key questions that surfaced into the mind of the researcher in the process of reviewing relevant global literatures in the area of teleworking from home during the COVID 19 pandemic.

### **1.3 Research Questions**

This study is expected to answer the following five research questions;

- (1) what is the perception of employees about their engagement with their supervisors and coworkers during teleworking?
- (2) what is the perception of study respondents about their performance while working from home due to COVID-19 pandemic?
- (3) what is the assessment of workers about the appropriateness of the home office environment for teleworking?

(4) what is the satisfaction level of workers about the teleworking arrangement made by their organization?

(5) what challenges do employees and managers face during remote/virtual working?

### **1.3.1 Study Variables**

The dependent variable for this study is employee's satisfaction with their performance while teleworking from home due to the COVID-19 epidemic. While, the key independent variables were: perception on the appropriateness of the home office environment for teleworking, having access to working tools needed for teleworking from home and having a supportive supervisor.

### **1.3.2 Hypotheses:**

This study is expected to answer the following three hypotheses:

**Hypothesis 1:** There is a positive relationship between employee's satisfaction of their performance and the appropriateness of the home office environment for teleworking,

**Hypothesis 2:** There is a positive relationship between employee's satisfaction of their performance and having access to working tools needed for teleworking,

**Hypothesis 3:** There is positive relationship between having a supportive supervisor and employee's satisfaction of their performance while teleworking.

## **1.4 Objective of the study:**

### **1.4.1 General Objective:**

This research intends to document the teleworking experience of employees and supervisors and examine effects of teleworking on employees' performance during the COVID-19 pandemic in World Health Organization Ethiopia Country Office, Addis Ababa, Ethiopia.

### **1.4.2 Specific Objective:**

The study will have the following specific objectives:

- (1) to assess the perception of study respondents about their performance while working from home due to COVID-19 pandemic.
- (2) to assess the perception and experience of the study respondents about their engagement with their supervisors and coworkers while working from home.
- (3) to assess the appropriateness of the home office environment in relation to the employees performance.
- (4) to examine the satisfaction level of the study respondents in relation to the teleworking arrangement made by their organization
- (5) to examine the challenges that employees and managers faced during remote/virtual working

## **1.5 Significance of the Study**

Millions of workers around the world are going through the difficult time of redefining the way they work. Since the outbreak of the COVID-19 pandemic, the work environment has changed overnight and everybody needed to adopt suddenly and quickly. Organizations also need to change and adopt

new work style and habits to stay competitive. Nowadays, both the organizations and their workers need to accept the reality of remote working being aware that many companies will not succeed and survive on the market, unless they adopt to respond to the demand that comes with the required changes (Mile 2020).

The demand related to the need for a changing working arrangement comes with multiple challenges both for the organization, the management and the employees. Not having the experience in handling and measuring the performance of the employees working from home environment, the difficulty in keeping employees motivated while they are working from home, and availing the necessary gadgets and means for the employees to ensure their effectiveness while working from home are some of the key organization related factors that can affect remote/home working.

Having an appropriate home office environment, access to working tools needed for teleworking and having a supportive supervisor who is willing and able to constantly supervise and motivate employees are also the other factors that can contribute to and affect the performance of employees working from home through a teleworking arrangement.

Immediately after the COVID 19 pandemic started in March 2019, many international organizations have demanded their employees to stay away from office and work from home. Despite this, much is not known on how the organizations managed to engage their employees during the period, what challenges workers and managers faced while employees are teleworking from home and how teleworking affects the employees' performance in the organization.

This study specifically intends to explore and document the teleworking experience of employees and managers of the World Health Organization Ethiopia Country Office during the COVID-19

pandemic. The researcher strongly believes that the information obtained from this study, will be used by those at the management position in the studied organization as well as other similar organizations to make a possible policy level consideration to adapt a similar working arrangement to their employees in the future. It is also believed that the findings from this study will help to fill the knowledge gap related to teleworking through a home working arrangement that exists in Ethiopia.

### **1.6 Scope of the Study:**

This study intends to explore and document the teleworking experience of employees of the World Health Organization Ethiopia Country Office during the COVID-19 pandemic. It also intends to examine how employees and managers perceive their performance while working from a home environment and far from the office setting. It also intends to find out the key challenges workers and manager faced while working from home.

The groups that are covered by the study includes all employees of the World Health Organization Ethiopia Country Office in Addis Ababa, including the national professional officers, administrative and support staff who during the COVID 19 pandemic were required to work from home either fully or partially with the intention to contain the spread of the diseases among employees, families and the community at large. Drivers, who by the virtue of the nature of their work, cannot work from home were excluded from the study.

Both qualitative and quantitative data collection techniques were used to gather the relevant information for the study. Though, the bulk of the study has been generated through a self-administered quantitative data collection tool, qualitative information generated through a key informant interview conducted with staff in managerial positions in the organization was used to

generate relevant information on the perception and experience of the managers about employee's performance and challenges relevant to staff home working arrangement through teleworking.

### **1.7 Limitation of the Study:**

The fact that the study will focus only on the staff working in the WHO Ethiopia Country Office and excludes others who are seconded to government offices including The Federal Ministry of Health and Regional Health Bureaus could be cited as one of the limitations of the study.

### **1.8 Organization of the Study:**

The research work is organized in five chapters. Chapter one includes an introduction to the research work and basic information about the study and how it is organized. This chapter consists of the background of the study, brief information about the organization where the study will be undertaken, statement of the problem, study objectives, study hypothesis; significance, scope and limitations of the study.

Chapter two consists of the literature review (both theoretical and empirical literature review) and the theoretical framework. In this chapter concepts and previous research works that are relevant to the study are cited and explained.

Chapter three gives details of the research methodology that is employed to generate all the relevant information for the study. Brief description of the study area, study design, study population, data source and data collection tools, sampling and approach in data analysis and presentation is discussed in this chapter.

Chapter four consists of result section where study findings will be explained, data is interpreted and quantitative findings are presented in forms of tables and figures.

Chapter five will present summary of the findings, conclusion and recommendations forwarded by the researchers. This chapter will also include limitations of the study and potential areas of study will be recommended by researcher.

### **1.9 Definition of Terms:**

**COVID-19:** Coronavirus disease 2019 (COVID-19) is defined as illness caused by a novel coronavirus called severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2; formerly called 2019-nCoV), which was first identified amid an outbreak of respiratory illness cases in Wuhan City, Hubei Province, China. Illness caused by SARS-CoV-2 was termed COVID-19 by the WHO, the acronym derived from "coronavirus disease 2019." The name was chosen to avoid stigmatizing the virus's origins in terms of populations, geography, or animal associations (David 2022).

**Employee performance:** Employee performance is recognized as job performance of an employee at workplace. It is defined as the way to perform the job tasks according to the prescribed job description. Performance is the art to complete the task within the defined boundaries. Employee performance is thought as an essential component in the organizational success (Muhammad &, Imran 2017; Rashid 2013)

## **Chapter Two: Literature Review**

The chapter consists of three main sections namely: Theoretical review of literatures on performance management, Empirical review of literatures on employees' performance and teleworking and Conceptual Framework developed for the study. The first two main sections include sub sections that address the different topics that are believed to be relevant for the study.

### **2.1 Theoretical review of literatures on performance management:**

#### **2.1.1 Performance management and Employee performance definition**

Performance management is defined as a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization (Herman 2013).

Employee performance is recognized as job performance of an employee at workplace. It is defined as the way to perform the job tasks according to the prescribed job description. Performance is the art to complete the task within the defined boundaries. Employee performance is thought as an essential component in the organizational success (Muhammad, Raza & Imran 2017; Rashid 2013).

#### **2.1.2 Theories on performance management**

According to Armstrong (2009) the following three theories (Goal Theory, Control Theory and Social Cognitive Theory) underpinning performance management have been identified by Buchner (2007).

##### **2.1.2.1 Goal theory**

Goal theory as developed by Latham and Locke (1979) highlights four mechanisms that

connect goals to performance outcomes: 1) they direct attention to priorities; 2) they stimulate effort; 3) they challenge people to bring their knowledge and skills to bear to increase their chances of success; and 4) the more challenging the goal, the more people will draw on their full repertoire of skills. This theory underpins the emphasis in performance management on setting and agreeing objectives against which performance can be measured and managed.

Locke (2006) explains that there are five basic principles that allow goal setting to perform better. These include clarity, challenge, commitment, feedback, and task complexity (Locke & Latham 2006).

1. **Clarity:** This basic principle **deals** with to setting a clear and measurable goal that can be achieved within a specific timeline. Indicating goals should be clear and time bound
2. **Challenge:** In Goal setting “challenge” refers to the recognizing that goals set with challenges and decent level of difficulty, would motivate the individual and organization to endeavor for positive goal achievement.
3. **Commitment:** Commitment refers **to** deliberate efforts put by individuals or organizations in meeting the set goals.
4. **Feedback: This refers to** providing information to individuals and organizations on regular basis to make them aware of the progress made towards achieving the set goals so that they would be able to adjust goal setting according to the feedbacks.
5. **Task complexity: This involves laying** down process and steps to make achieving goals easier.

Pamkhuila & Indra (2016) also outlines that advantages goal setting theory includes that it gives choice, promotes efforts, ensure persistence and gives recognition to those who are involved in achieving the set goals.

1. **Choice:** Giving choices to organizations and individuals and this helps to narrow down the goals and directs goal efforts to more relevant activities.
2. **Efforts: This** makes goals to be achieved with more intensity and positive working. Efforts will also allow goal commitment to be expected to impact performance directly and indirectly.
3. **Persistence** allows becoming more intense in pursuing goals and improving performance.
4. **Cognition:** Cognation given to performance helps to develop and change behavior to achieve goals.

Limitation of goal setting theory and its validity in a business was also discussed by Mobley (1999) and Julnes and colleagues (2007). According to them Goal Setting has often been recognized as being time-consuming and expensive in an application The various factors needs to be addressed to achieve the goals by businesses are said to include:

1. Selections of right people with skills and knowledge to perform the job.
2. Ensuring that those involved in performing the job related to the set goal get the necessary required training as needed for both career development and organizational productivity.
3. Involving time and incurring expenses

### **2.1.2.2 Control theory**

Control theory focuses attention on feedback as a means of shaping behavior. As people receive feedback on their behavior they appreciate the discrepancy between what they are

doing and what they are expected to do and take corrective action to overcome it. Feedback is recognized as a crucial part of performance management processes.

According to Preya (2022) control theory has three types of control systems namely Behavior control:, Output Control and the Input Control systems:

1. Behavior control: Under this system employers monitor and evaluate the actions of the employees on a regular basis, following the standards of the organization and then reward accordingly. The reward could be positive or negative and depends on the employees' action.
2. Output control: In the output control system the performance of an employee is controlled with rewards or sanctions after evaluating it on the basis of organizational standards. This indicates that the reward system is set respond in recognition of the employees' performance.
3. The input control system: This system seeks to control the selection and training process of an employee. This also deals with ensuring the availability of required competencies in the employees as desired by the organization (Krausert 2009).

In control theory employee performance is also controlled by the rewards and recognition that an employee achieves once his performance meets the standards of an organization (Preya 2022)

### **2.1.2.3 Social cognitive theory**

Social cognitive theory was developed by Bandura (1986). It is based on his central concept of self-efficacy. This suggests that what people believe that they can or cannot do powerfully impacts on their performance. Developing and strengthening positive self-belief in employees is therefore an important performance management objective.

Self-efficacy has also been shown to predict the amount of effort an individual will exert to learn and practice a behavior, the persistence demonstrated in the process, and the effort expended to overcome barriers (Marks 2001; Marks, Allegrante & Lorig 2005).

## **2.2 Empirical review of literatures on employees' performance and teleworking**

Organizations need highly performing individuals in order to meet their goals, to deliver the products and services they specialized in, and finally to achieve competitive advantage. Performance is also important for the individual. Accomplishing tasks and performing at a high level can be a source of satisfaction, with feelings of mastery and pride. Low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure (Sabine & Michael 2002).

### **2.2.1 Factors affecting employee's performance:**

Management's mission is to get people together to accomplish corporate goals and objectives by using available resources efficiently and effectively. Manpower performance can be increased by putting efforts to factors that enhance the employees' motivational level, creativity, job satisfaction and comfort workplace environment, etc (Le Tran TT and Chiou-shu J. H ).

There are several factors that affect the performance of employees in an organization. According to Murphy & Sebikali (2014), there are six main categories of factors that are known to affect the performance of individual employees, teams, organizations and systems. Tools and physical environment was mentioned as one of the five categories among organizational and individual/team factors. The others being, organizational systems, incentives, skills and knowledge, individual attributes. Tools and physical environment was reported to be factor that focuses on whether

employees have the necessary and adequate tools, supplies, and supportive physical environment to do their work well (Murphy & Sebikali 2014).

The affectivity of work performance is affected by the job satisfaction of employees. Physical working conditions, social relationships, possibility of open and direct communication, etc are reported among the most important determinants of this satisfaction. Shortcomings in this regard will be reflected in the quality of work performance (Katja & Rozália 2021).

### **2.2.2 Teleworking:**

Terms virtual work, remote working, teleworking, telecommuting, etc. are used for work performed by employees outside the traditional office using information and telecommunication technologies (Mile Vasic 2020). Teleworking, which is also called as home office, is where the worker's workplace is his home. Alternating teleworking is characterized as a partial time home office mixed with the coordinated working times of the office at the company's headquarter. Mobile teleworking consists of varying workplaces, mainly utilized by representatives and account managers (Padilla-Me & Del Aguila-Obra, 2008 In Katja and Rozália 2021).

Teleworking is not a new thing and has been adopted worldwide by many companies but not in the high extent. Telework is mainly employed in education and health, information and communication, and in large firms (Pigini & Staffolani, 2019; In Mile 2020).

The variety and scale of telecommuting also vary across countries (Kazi & Zahir 2020). About 19.7% of the US workforce telework on regular basis and estimates also showed that approximately 40% telework at least occasionally (ILO 2019). According to the latest statistics of EUROSTAT 2021, the employed persons working from home as a percentage of the total employment in the 27 European

Union countries has rises from 4.8 in 2014 to 14.8 in 2020. The same source indicates that Finland (25.1%), Luxemburg (23.1) and Ireland (21.5%) were the top three EU member countries with large proportion of employed people working from home in 2020. While countries like Turkey (3.0%), Rumania (2.5%) and Bulgaria (1.2%) were reported with the lowest proportion of employed people working from home in the same period.

The COVID-19 Pandemic outbreak in 2020 has transformed how we work overnight. It has also changed not only the life conditions of people, but also the work conditions of organizations (Katja & Rozália 2021; GWA 2021). Mass-scale telecommunication has recently been adopted due to the spread of the COVID-19 pandemic (Kazi & Zahir 2020).. According to the GlobalWorkplaceAnalytics.com 2021, nearly 70% of full-time U.S. workers having worked remotely - with many still doing so - employers started adjusting their workplaces to fit a new hybrid working model.

Similarly, the result from The Global Work from Home survey result (2020) showed that 31% of the study participants reported working from home on regular basis before the pandemic and 88% reported working from home on regular basis during the pandemic (GWA 2021), indicating that globally working from home has shown marked rise during the COVID pandemic.

New communication technologies enabled employees to work from any location without being required to be physically present in the traditional office. When people telework, they use a variety of ICT, including Internet, Smart phones, home computers, lap tops, tablet computers, teleconferencing and video conferencing (ILO 2019). The telecommuting patterns used in the European Union and the United States showed that many online platforms facilitate tele working. Skype, Google Talk, and Gizmo have been popularly used for communication. Online presentations

have been done on WebEx, Go To Meeting, and LiveMeeting. For project management, Basecamp, Active Collab, and Quick Base have been used. Finally, Google and Yahoo Calendars have been used as time management applications to assign remote teams activities (Picu & Dinu 2016: In Kazi & Zahir 2020).)

### **2.2.3 Teleworking and its challenges during The COVID – 19 Pandemic:**

While telecommuting, the physical boundaries between home and work are often non-existent as homes are the most common off-site work location (Kazi & Zahir 2020). Studies have also shown that people tend to spend more time working while teleworking from home. These people usually face the other kind of problems such as overworking. When someone's work and personal life are under the same roof, it may be hard to draw a line between them and set borders. When workload is too high it impedes not only the performance, motivation but the private life as well. Overworking was common concern for the significant proportion of respondents working from home. In one study over 41% respondents working from home reported overworking. A study by Kazi and colleagues (2020) also reported that about 38% of the respondents overworked during teleworking from home indicating that they are engaged remotely for more than 40 hours per week (Mile 2020; Kazi & Zahir 2020).

The lack of traditional face-to-face leadership and working with an e-leader is reported being a challenge for most workers. It was also noted that oftentimes managers can find it hard to communicate and delegate properly (Mile 2020). Providing the required support to employees working from home is also another challenge for most managers. Assessment on working from home success enablers conducted as part of a global study showed that 64% of the respondents reported high quality collaboration from remote colleagues and only 48% said that their Pre COVID

employers supported them working from home and 40% were given choice by their employer where to work (GWA 2021).

The company has to provide all the necessary resources critical for successful teleworking. Before all, it should provide proper technology and tools to all teleworkers and training for both teleworkers and their managers. Some workers may find it challenging to cope with new technologies and it can impact the level of satisfaction and productivity (Mile 2020).

Not having the proper equipment and resources to work from home, slowed down internet connections and causing delays for those who needed the Internet for work, technology hiccups such as inadequate hardware or lack of certain software as well as not having sufficient technical skills needed for communication with the rest of the team and organization properly, were reported as major challenges employees faced while teleworking during the COVID pandemic. A study conducted by Mile Vasić (Mile 2020), among the respondents in 12 South East Europe countries revealed that over 55% of respondents are confident that they have the right resources from the company. 28.71% reported having problems with "Internet connectivity". "Physical workspace" was a great challenge for 28.26% of respondents, while 27.52% "lacked tools or information needed to work at home"(Mile V. 2020). Studies also revealed that internet connectivity issues (52%), maintaining a regular schedule (46%) , General anxiety about the impact of COVID-19 on life (40%) and destruction at home (40%) were telecommuting's most significant challenges (Kazi & Zahir 2020; GWA 2021).

Findings from a global study (GWA 2021) showed that 72% of the respondents reported having access to everything they need to be successful working at home and 86% also said that they have the technicality, knowledge and skill to work they need to work from home. Resources access

comparison made between the regions covered by the study showed that more respondents from Americas (77%), Europe, the Middle East and Africa (75%) reported having access to resources to perform their tasks while only 59% from the from the Asia Pacific regions reported the same.

The result of the study conducted by Mile Vasić (2020) in 12 South East Europe countries on the challenges of teleworking during the Covid-19 pandemic showed that more than 60% of the respondents found it difficult to work remotely and 37.35% also indicated "Being unprepared for teleworking (skills and resources)" caused most stress and anxiety. According to the result of a study by Vivien and Thompson (2020), concern with the potential loss of office workspace, should they telework and the feeling that their position in the office has been threatened or replaced by their counterparts in the office who are not teleworking are some of the perceived disadvantages of teleworking to individuals. The result from the same study indicated that individuals with higher levels of perceived job insecurity have a less favorable attitude towards teleworking than individuals with lower levels of perceived job insecurity.

It was also noted that self-efficacy which is a person's beliefs about his chances for effectively fulfilling specific responsibilities is reported to be associated productivity during telecommuting. Any individual who possesses a high level of self-efficacy will have superior productivity and performance (Kazi & Zahir 2020). Self discipline, high quality remote collaboration and Working from Home wellbeing (stress, sleep and exercise) were found to be among the leading WFH success drivers (GWA 2021). Perceived level of productivity is relatively high among the study groups telecommuting during the COVID 19 pandemic where 22% thought they are 'very productive' while 45% felt that they are 'fairly productive' in terms of work efficiency. Findings from the same study revealed that 67% of the participants consisting of researchers and HR personnel have felt that they

are getting more work done remotely. In comparison, 33% of the respondents comprising banking and legal personnel have vouched to get more job done at the office (Kazi & Zahir 2020).

Difficulty in measuring employee's performance and lack of proper leadership are also some of the challenges faced by managers supervising employees who are teleworking from home. The study by Mile Vasić (2020), revealed that significantly high patronage of respondents (34.13%) expressed their concern on "inadequate measuring of work performance due to remote working" and "lack of proper leadership, information, and appreciation" 33.53%. According to the result of a global study (GWA 2021), 81% of the respondents believe that coaching, mentoring and managing other people is easier at the office pre COVID while only 51% believe that coaching, mentoring and managing other people is easier at home currently. Results of the same study indicated that about 75% of the study participants believe that their manager trust them to work remotely but only 37% indicated that working from home has positive impact on recognition/career opportunities. The same study further showed that the primary issue for managers is how to manage and lead from a distance. In this regard, about 40% of the managers believe that teleworking has positive impact on employees' performance/productivity while 36% reported that teleworking had negative impact on their ability to effectively manage employee work performance.

When working remotely, the employee has to choose between two important roles – being a parent or being a company employee. Work-family conflict represents a role imbalance between those two responsibilities (Mile 2020). According to a global working from home study (GWA 2021) 72% of the respondents believe that working from home gave them flexibility in balancing their work and non work needs, 69% indicated that their overall wellbeing is good and 54% said that they eat healthier when they work from home. The perception of the respondents about their productivity

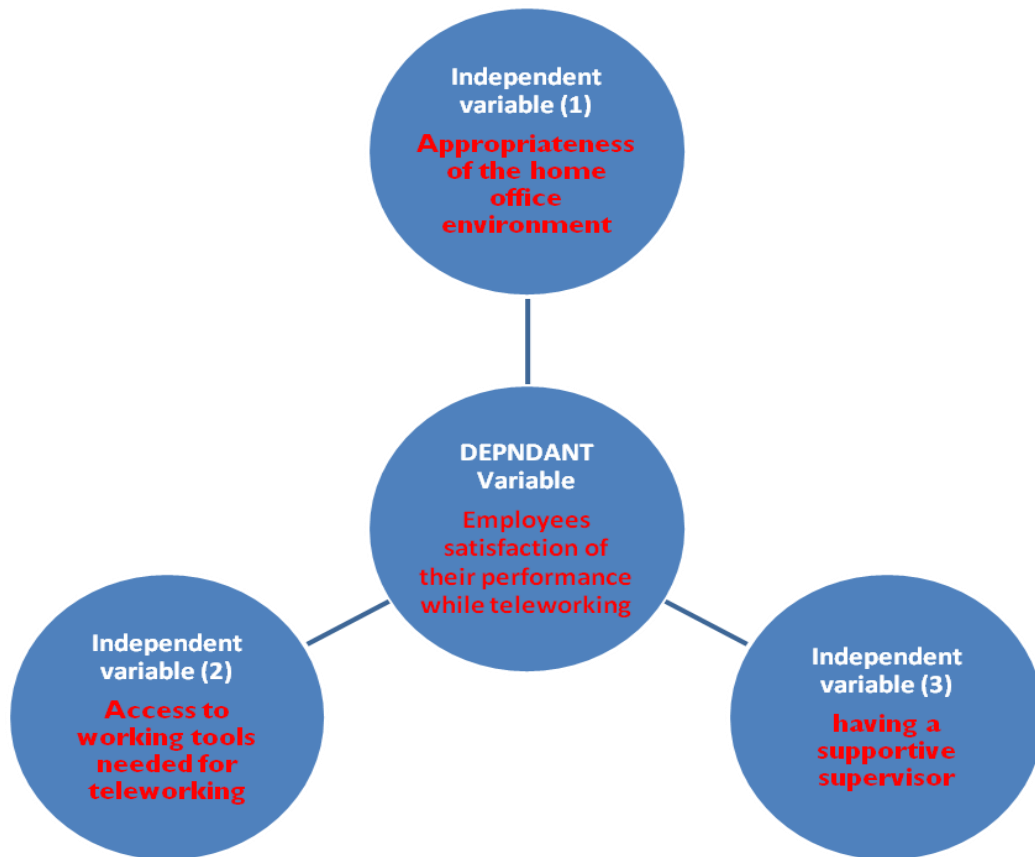
while working from home varies across regions. In this regard, about 85% of the respondents from the Americas and 76% from Europe, Middle East and Africa believe that they are more productive while working from home. While only 60% of the respondents from Asia-Pacific regions having the same feeling about their productivity.

About a third (35%) of the respondents from the Bangladesh study also reported that social isolation from colleagues is one of the key challenges faced by telecommuters (Kazi & Zahir 2020).

The general level of satisfaction of working from home (WFH) is relatively high among respondents in different studies. A study on factors affecting employees' attitudes towards Teleworking conducted among IT professionals in a large IT company in Singapore by Vivien & Thompson (2020) indicated that respondents perceived advantages such as savings in commuting time and costs as well as increased autonomy over one's time schedule are important in influencing people's attitudes towards reworking. In a study conducted in Bangladesh about 64% of the study participants expressed satisfaction regarding their current work from home arrangement (40% are 'fairly satisfied' and 24% are 'delighted'). Flexible work schedules (81%), better work-life balance (45%) followed by not having to commute (40%) were the most commonly reported factors which positively contribute to said satisfaction levels (Kazi & Zahir 2020).

## 2.3 Conceptual Framework

This conceptual framework has its base on the reviewed literature and it presents a graphical representation of the relationship between the dependent and independent variables presented in the form of research hypothesis.



**Figure 1:** Developed by the researcher (February 2022)

**Hypothesis 1:** There is a positive relationship between employee’s satisfaction of their performance and the appropriateness of the home office environment for teleworking,

**Hypothesis 2:** There is a positive relationship between employee’s satisfaction of their performance and having access to working tools needed for teleworking,

**Hypothesis 3:** There is positive relationship between having a supportive supervisor and employee’s satisfaction of their performance while teleworking.

## **Chapter Three: Research Methods**

### **3.1 Study design**

The survey follows an institution based cross-sectional survey design. Individuals have been sampling unit for the study and the survey has been undertaken through a combination of an interview of the study respondents through a self-administered online questionnaire and key informant interviews (KIIs).

### **3.2 Study Population**

All employees of The World Health Organization (WHO) Ethiopia Country Office selected for the study and who consented to fill the self-administered online questionnaire are the respondents for the quantitative part of the study. Similarly, those individuals working in the managerial position (both in the program and administrative and finance) in the organization were the respondents for the qualitative part of the study.

### **3.3 Study setting, sample size, sampling and administration of the survey tools:**

#### **3.3.1 Study Setting:**

The study has been carried out among staff of (WHO) Ethiopia Country Office located in Addis Ababa. The agency selected for the study has a total of 200+ employees stationed in the Addis Ababa Ethiopia central office and those seconded to other government agencies located in Addis Ababa.

#### **3.3.2 Sample size determination and sampling**

The quantitative online data collection tool was shared with a total of 80 employees of the World Health Organization Country Office who experienced working from home due to COVID 19 and consented for the study.

A non-probability convenience sampling technique was applied to recruit the respondents for the quantitative part of the study and thus data was collected from conveniently available members of the study population. In this regard, all employees of the organization who consented to fill the self-administered online questionnaire were the respondents for the quantitative part of the study.

### **3.3.3 Data Collection Tools**

A semi structured questionnaire prepared in the English language was administered to the respondents via an online survey through the service offered by Microsoft Forms (<https://forms.microsoft.com>). The quantitative data collection tool included two major sections and incorporates a total of 32 questions. Section A of the questionnaire includes five questions and deals with the basic socio demographics of the respondents. While, section B of the questionnaire which is prepared to assess the respondent's perception and experience about teleworking has six sub sections organized under the six research questions depicted below:

1. Respondents experience on teleworking both before and during the COVID 19 pandemic (5 questions)
2. Employees perception about their engagement with their supervisor and coworkers while teleworking (5 questions)
3. Employees' perception of their performance while teleworking from home. (6 questions)
4. Employees' assessment of the appropriateness of the home office environment for teleworking. (3 questions)
5. Employees' perception about teleworking arrangement. (4 questions)
6. Challenges faced during teleworking from home. (4 questions)

The questions grouped under the five sub-headings, from section 2 to 6, uses the following five scale measurement tool in which responders specify their level of agreement to a statements presented in question forms: (5) Strongly disagree; (4) Disagree; (3) Neither agree nor disagree; (2) Agree; (1) Strongly agree (Preedy & Watson 2010).

The semi structured key informant interview guide prepared in the English language was used to guide the discussion with respondents working at managerial position in the studied organization.

The quantitative data collection tool and the KII guide are attached in Annex 2 and 3

### **3.3.4 Administration of the survey tools**

The principal investigator (PI) administered both the qualitative and quantitative questionnaires. The quantitative data was collected using a semi structured questionnaire through an online survey tool via an online survey through the service offered by Microsoft Forms (<https://forms.microsoft.com>). The PI shared the structured questionnaire to the respondents using the email addresses of each employee of the organization. The list and email addresses of the employees were obtained from the human resource department of the organization. It was estimated that completing the online survey tool takes 15 minutes for the respondents.

The key informant interview was conducted in the organization setting and was facilitated by the PI. A total of five KIIs were conducted with individuals at the high and mid level managerial position in the organization including: The head of the Finance Unit, the Human Resources Unit and four cluster leads with a minimum of five employees under their lead. A KII guide was used to guide the interview process and notes were taken during all interviews processes.

## **3.5 Data Analysis**

### **3.5.1 Quantitative data:**

Statistical Package for Social Sciences (SPSS) Version 23.0 and EXCEL were used for data processing. The quantitative data was extracted from the Survey Microsoft Forms and transferred to SPSS for analysis. For most part of the quantitative data descriptive statistics was used to and results are presented in tables and graphs in a form of numbers and percentages.

Multivariable binary logistic regression was used to analyze the effects of the key independent variables included in the hypotheses i.e appropriateness of the home office environment for teleworking, having access to working tools for teleworking at home, having a supportive supervisor on the dependants variable i.e. employees satisfaction of their performance while working from home during COVID 19 pandemic.

Other variables including gender of the respondents, years of experience, previous work experience from home, getting support from colleagues and having access to good telecommunication network were also included to see if those variables were associated with employees satisfaction of their performance while working from home.

### **3.5.2 Qualitative data:**

The report from each interview conducted with the key informants was used as a base/ source document for the analysis of qualitative part of the survey result. As part of the analysis process, findings from each interview would be thematically summarized. The final report grouped the findings by research questions, reflecting the findings from interviews. When ever found relevant information obtained from the key informants was presented under quotation mark.

### 3.6 Scale Reliability and Validity

The survey instrument used to collect the quantitative data was developed by the researcher using the information obtained from the literature review and was designed to address the key research questions. As explained in section 3.2 above 21 of the study questions use scale measurement tool that ranges between Strongly disagree with a scale 1 to strongly agree with a scale of 5.

Cronbach's alpha as a measure used to assess the reliability, or internal consistency, of a set of scale or test items used in this study. Although the standards for what makes a "good"  $\alpha$  coefficient are entirely arbitrary and depend on the researchers theoretical knowledge of the scale in question, many methodologists recommend a minimum  $\alpha$  coefficient between 0.65 and 0.8 (or higher in many cases);  $\alpha$  coefficients that are less than 0.5 are usually unacceptable (UV Library 2022).

As shown on table 3.1 below, the values of Alpha coefficient in this study is between .749 and .831 and lies between the recommended minimum Alpha coefficient (0.65 and 0.8) vales and therefore it can be confidently said that all the questions presented in the data collection tool in the form of Likert Scale are valid and can also be considered to be realizable for this study.

**Table 3.1 : Reliability test using Cronbach Alpha**

<b>S.N</b>	<b>Question</b>	<b>Cronbach Alpha</b>
1	I had the necessary training and experience therefore, switching from office to remote work (teleworking) was not a problem for me.	0.768
2	I was proactively communicating with my immediate supervisor while teleworking from home	0.768
3	I was proactively communicating with my colleagues while teleworking from home	0.805
4	While teleworking from home the lack of traditional face-to-face interaction makes work related communication difficult for me.	0.785
5	My supervisor was supportive and motivating while I was working from home due to COVID-19.	0.773
6	The nature of my work is appropriate to perform my assigned tasks through	0.752

	teleworking	
7	While teleworking from home the support I was getting from my supervisor enabled me to perform my assigned tasks well	0.761
8	While teleworking from home the support I was getting from my colleagues enabled me to perform my assigned tasks well.	0.764
9	My performance was the same or better while working from home due to COVID-19.	0.751
10	Overall, I was satisfied with my performances while working from home due to COVID-19.	0.749
11	My supervisor often gave me positive feedbacks on my performance while I was teleworking from home due to COVID-19.	0.761
12	I had all the necessary tools and information to perform my task at home while teleworking due to COVID-19.	0.761
13	My home office environment was appropriate for teleworking	0.768
14	In a place where I live the telecommunication network was good and I rarely faced communication difficulties while teleworking due to COVID-19.	0.772
15	Teleworking from home enabled me to save commuting time (travel time) to and from the office	0.762
16	Teleworking from home enabled me to spend quality time with my children/family members	0.77
17	Being able to work from home after the COVID-19 pandemic is over would make me happy.	0.778
18	I believe that my employer will support work remotely (teleworking from home) after COVID-19 pandemic is over.	0.773
19	I work more hours while working remotely than at the physical office.	0.754
20	I used to have better interaction with my supervisor and fellow workers while working from office	0.783
21	Work-life conflict due to having work and personal life under the same roof was a challenge for me	0.81
22	Overall, I find it difficult to work remotely	0.831

### 3.7 Ethical Issues:

During the data collection, confidentiality of the responses given by the respondents was maintained by omitting the names of the individual and the organization from the questionnaire. Respondents were also given adequate written information about the objective of the study and were informed that participation in the study was voluntary. A consultative communication was also held with representative of the HR department of the study organization and each section head within the

organization were also informed about the objective of the study and the plan and schedule for data collection. This facilitated with the data gathering from the volunteer members of the organization.

## **CHAPTER FOUR**

### **Results**

#### **4.1 Introduction**

The study was conducted with an overall objective of documenting the teleworking experience of employees and managers/supervisors and to examine effects of teleworking on employees' performance during the COVID-19 pandemic.

A structured online questionnaire was used to collect information for the quantitative part of the study. Whereas a semi structured key informant interview guide was used to gather qualitative information from managers/supervisors on their perception and experience about employees performance and challenges relevant to staff home working arrangement.

Information on the response rate is presented under section 4.2. The basic socio demographic characteristics of the study respondents and the respondents' teleworking experience before and during COVID 19 was presented in section 4.2, 4.3 and 4.4 respectively.

A total of 21 questions grouped under four categories and each used a scale of five responses that ranges between Strongly Agree (with a score of 5), Agree (with a score of 4), Neutral (with a score of 3), Disagree (with a score of 2) and Strangely Disagree (with score of 1). The scaled responses were used to assess the level of respondents' agreement on the different issues and the findings are summarized under each of the four study objectives.

Accordingly:

- Section 4.5 addresses objective one of the study and explains the perception and experience of the study respondents about their engagement with their supervisors and coworkers while working from home.
- Section 4.6 addresses the second study objective and presents respondent's assessment of the appropriateness of the home office environment for teleworking in relation to their performance.
- Section 4.7 deals with the third study objective and presents the respondents' satisfaction with their performance while teleworking from home
- While, section 4.8 addresses the fourth study objective and presents findings on the challenges that employees and managers faced while teleworking from home
- Section 4.9 outlines the result of the regression analysis made to test the study hypotheses on the relationship between the dependent and key independent variables.

## **4.2 Response rate**

A structured online questionnaire with 32 itemized questions grouped under seven sub sections was sent using Microsoft Forms to a total of 80 employees of World Health Organization Ethiopia Country Office. Seventy seven (96.3%) of the potential respondents returned the questionnaires and the information was processed and analyzed using EXCEL and SPSS 23 statistical software.

## **4.3 Demographic characteristics of the respondents:**

The demographic data was collected and presented below to provide the basic profile of the respondents to the readers of this research paper. Accordingly, out of the 77 respondents who completed the survey questionnaire, 45 (58.4%) were female and 61(76.3%) are in the age group 31-50 years. The great majority (97.4%) reported to have a first degree and above level of education.

Thirty-three (42.9%) of the respondents indicated that they are working as program staff, 28 (36.4%) are working in administrative /finance section, while 9 (11.7%) reported working as managers/supervisors.

**Table 4.1: Demographic characteristics of the study participants, May 2022**

<b>Variables</b>	<b>Number</b>	<b>Percentage</b>
<b>Gender</b>	N=77	(%)
Male	45	58.4
Female	32	41.6
<b>Age</b>	N=77	
20-30	2	2.6
31-40	27	35.1
41-50	34	44.2
51-60	12	15.6
60+	2	2.6
<b>Education Level</b>	N=80	
Diploma	1	1.3
First Degree	14	18.2
Second Degree	42	54.5
MD/PHD	19	24.7
Other	2	2.6
<b>Job Category</b>	N=77	
Manager/Supervisor	9	11.7
Program Staff	33	42.9
Administration/Finance	28	36.4
Support staff	7	9.1
<b>Year of Experience</b>	N=77	
< 1 year	0	0.0
1-5 Year	6	7.8
6-10 Year	18	23.4
11-15 Year	14	18.2
16-20 Year	21	27.3
21+	18	23.4

The respondents overall current and previous work experience showed that almost two third (92.3%) indicated that they have more than 5 years of total work experience. Only a very small proportion

had between 1-5 years work experience, indicating that the majority of the respondents have long years of work experience.

#### **4.4 Teleworking experience of respondents**

As shown on table 4.2 below, the great majority (89.6%) of the respondents reported worked from home due COVID-19. About a fifth (18.2%) also said that they had teleworking experience prior to COVID 19. At the time of the data collection on May 2022, only 7.8 % reported continued working from home while the remaining 92.2% reported resuming working from the regular office setting. These findings are consistent with the 2020 Global Work-from-Home Experience Survey where 88% working from home on a regular basis during the pandemic and 31% were working at home on a regular basis before the pandemic (Anita & Kate 2020).

Seventy one (92.2%) of the respondents have also reported returned to their office after working from home due to COVID 19. The result from the 5th Annual State of Remote Work report, 2021 showed that of the U.S respondents that worked remotely during the pandemic, 60% have returned to the office in some capacity over the past six months (Owl Labs and GWA 2021). The fact that the number of reported COVID 19 cases in Ethiopia shows a declining patter since the second quarter of 2022 could be taken as a major reason why the great majority of the respondents have started working from office regularly.

Table 4.2 Teleworking experiences of respondents before and during the COVID 19 and communication channels and platforms used during home working, May 2022

<b>Variables</b>	<b>Number</b>	<b>Percentage</b>
I worked from home due COVID-19	(N=77)	
Yes	69	89.6
No	8	10.4
I had teleworking experience prior to COVID 19		
Yes	14	18.2
No	63	81.8
I am still working from home due to COVID-19		
Yes	6	7.8
No	71	92.2
Frequently used means of communication to exchange messages while working from home (N=77)		
Mobile SMS	62	80.5
WhatsApp	49	63.6
Telegram	42	54.5
Viber	10	13.0
Voice	40	51.9
Other	29	37.7
Virtual platform frequently used for meetings and work related discussions while working from home (N=78)		
Zoom	70	90.9
Microsoft Teams	71	92.2
Google meets	11	14.3
Skype	10	13.0
Cisco WebEx	24	31.2
Other	1	1.3

As shown on table Table 4.2 below, results of the assessment made to explore the different telecommunication platforms used by the respondents while working from home revealed that Mobile SMS (80.5%), WhatsApp (63.6) and Telegram (54.5%) were the most frequently used to exchange work related information between the respondents, their coworkers and supervisors. Similarly, Microsoft Teams (92.2%), Zoom (90.9%) and Cisco WebEx (31.2%) were found to be the virtual platforms frequently used by the respondents for meetings and work related discussions while

working from home. A study by Picu & Dinu (2016) on telecommuting patterns in the European Union and the United States have identified. Skype, Google Talk, and Gizmo have been popularly used for communication. Online presentations have been done on WebEx, Go To Meeting, and LiveMeeting.

While explaining the different communication platforms they used while communicating with their subordinates working from home, participants of the key informant interviews who are working at the management position in the organization indicated that they frequently use WhatsApp, mobile text messages and phone calls to share messages and platforms like Zoom and Microsoft Teams for different meetings and discussions. On his/her use of text message to communicate with his/her subordinates, one of the KII participants said, *“Text messages were commonly used for communication including to confirm the time for the calls or respond to communications while in meetings or engaged in other activities”*.

#### **4.5 Perception respondents about their engagement with their supervisors and coworkers while working from home**

A total of five questions with a scale of five responses each that ranges between Strongly Agree (with a score of 5) and Strongly Disagree (with score of 1) were used to assess the respondents' perception about their engagement with their supervisors and coworkers while working from home.

Accordingly, a little more than half (56.4%) indicated that the training and experience they had enabled them to switch from office work to working from home without a problem. Despite this, a little more than a quarter (28.6%) of the respondents disagree with the statement that says, *“I had the necessary training and experience therefore, switching from office to remote work (teleworking) was not a problem for me”*, indicating that switching from working from office to remote work was not easy for a quite considerable proportion of the respondents.

The questions presented to assess the respondent's level of communication and engagement with their supervisors and coworkers while working from home showed that 84.4% and 81.8% of the respondents said that they were proactively communicating with their immediate supervisor and coworkers while teleworking from home respectively. Nearly two third (63.7%) also indicated that their supervisors were supportive and motivating while they were working from home due to COVID-19.

About two third (65%) believed that they used to have better interaction with their supervisors and fellow workers while working from office. Similarly, considerable proportion (42.9%) of the respondents believed that the lack of traditional face-to-face interaction makes work-related communication difficult for them. A considerable proportion of the respondents also indicated that they had better interaction with their work mates while working from home. Indicating that the majority of the respondents are content with the level of engagement they had with their supervisors and coworkers while teleworking from home. Table 4.3

Different questions were also forwarded to the key informants asking them to assess the level of engagement between managers and employees working from home due to COVID 19 and how managers keep the motivation of the employees. Accordingly, the responses given by the different interviews are summarized below.

For the question what mechanisms do you use to keep employees under your supervision motivated while they are teleworking from home? What is too much or too little?

A Key Informant Interviewee responded by saying, *“I recognize my subordinate’s effort and appreciate their hard works when they deliver the assigned tasks within the agreed period of time. I appreciate their proper use of time even they work from home. Sometimes employees work beyond office hour which disrupt their family time. This may be too much for the family”*.

On the same issue, another KII said that he/she provides regular feedbacks, share any updates discussed in the office to keep the staff aware about current affairs and provide timely response to the queries forwarded by his/her subordinates as a means of motivation and engagement with the employees.

Another KII also said that regular calls that are not related to work but to inquire on the health and welfare of the employees and being to open to calls from staff anytime including out of work hours to discuss any issues even if not related to work were the mechanisms he/she was using to keep the motivation of his/her subordinates while they are working from home.

The key informants were also asked to explain what does supervising employees mean in the context of telework and what mechanisms were they able to use to supervise/follow the employees under their supervision and in this regard one of the KII said the following, *“Constant and regular communication and contact with staff was key to ensure continued focus and to navigate through challenges faced during telework. The focus was always on the objectives of the work and regular update and discussion on the activities to achieve those objectives. These meetings which included the regional/subnational staff ensured successful achievement of key tasks beyond expectation given the circumstances. These included vaccination campaigns, introduction and rollout of new vaccines, continuity of essential services among others”*.

On the same issue another KII said, *“Supervision was a little challenging, but the most important thing that I do is that I frequently dialogue with my subordinates and remind them to focus on their roles and responsibilities. I often supervise my subordinates through monitoring of the implementation of the activities provided to them together with the individual key performance indicators”*.

Similarly, another KII explained how he/she does supervision in the context of home working due to COVID by saying, *“As long as the employee is responsible, I believe she/he can work with minimum supervision. I communicate/send the tasks to be performed and the employee is expected to deliver the required deliverable within a given time. When they are working from home, I expect my subordinates to be online and responsive during office hours”*.

Table 4.3 Respondents assessment of their engagement with supervisors and coworkers while teleworking from home due to COVID 19, May 2022

<b>Response Category</b>	<b>Number</b>	<b>Percentage</b>
I was proactively communicating with my immediate supervisor while teleworking from home (N=77)		
Strongly Agree	37	48.1
Agree	28	36.4
Neutral	11	14.3
Disagree	1	1.3
Strongly disagree	0	0.0
I was proactively communicating with my colleagues while teleworking from home		
Strongly Agree	36	46.8
Agree	27	35.1
Neutral	10	13.0
Disagree	4	5.2
Strongly disagree	0	0.0
While teleworking from home the lack of traditional face-to-face interaction makes work related communication difficult for me		
Strongly Agree	8	10.4
Agree	25	32.5
Neutral	16	20.8
Disagree	23	29.9
Strongly disagree	5	6.5
I used to have better interaction with my supervisors and fellow workers while working from office		
Strongly Agree	15	19.5
Agree	35	45.5
Neutral	19	24.7
Disagree	4	5.2
Strongly disagree	4	5.2
My supervisor was supportive and motivating while I was working from home due to COVID-19.		
Strongly agree	25	32.5
Agree	24	31.2
Neutral	24	31.2
Disagree	4	5.2
Strongly disagree	0	0.0

#### **4.6 Respondents assessment of the appropriateness of the home office environment for teleworking**

Forty eight (62.4%) of the respondents indicated that the nature of their work is appropriate to perform their assigned tasks through teleworking and their home office environment was appropriate for teleworking. About two third (66.3%) of the respondents further said that they had all the necessary tools and information to perform their tasks while working from home.

The result of the study conducted by Kazi & Zahir (2020) to assess the satisfaction, challenges, and productivity of employees working from home during the COVID-19 Pandemic showed that 40% of the participants have expressed that they are 'fairly satisfied' regarding their current work from home arrangement. In comparison, 24% are 'delighted.' About seven out of ten (72%) of the respondents who participated in the 2020 Global Work-from-Home Experience Survey have also reported having access to everything they need to be successful working at home (Anita & Kate 2020).

These findings of this study are in contrast to the result of a multi country study by Mile Vasic (Mile 2020), where more than 60% of the respondents found it difficult to work remotely and 37.4% indicated that "Being unprepared for teleworking (skills and resources)" caused most stress and anxiety to them. The fact that our study was conducted among employees of WHO with a formidable income, good living conditions and access to working tools and resources could be the reason for the observed variation between the findings of our study and that of the multi country study by Mile Vasic.

Table 4.4 Respondents assessment of the appropriateness of the home office environment for teleworking from home due to COVID 19, May 2022

Response Category	Number	Percentage
The nature of my work is appropriate to perform my assigned tasks through teleworking		
Strongly Agree	14	18.2
Agree	34	44.2
Neutral	10	13.0
Disagree	13	16.9
Strongly disagree	6	7.8
I had all the necessary tools and information to perform my task while working from home due to COVID-19.		
Strongly Agree	21	27.3
Agree	30	39.0
Neutral	11	14.3
Disagree	14	18.2
Strongly disagree	1	1.3
My home office environment was appropriate for teleworking		
Strongly Agree	13	16.9
Agree	35	45.5
Neutral	12	15.6
Disagree	15	19.5
Strongly disagree	2	2.6
In a place where I live the telecommunication network was good and due to that I rarely faced communication difficulties while teleworking from		
Strongly agree	6	7.8
Agree	41	53.2
Neutral	15	19.5
Disagree	11	14.3
Strongly disagree	4	5.2
Teleworking from home enabled me to save commuting time (travel time) to and from the office		
Strongly agree	41	53.2
Agree	24	31.2
Neutral	7	9.1
Disagree	5	6.5
Strongly disagree	0	0
Teleworking from home enabled me to spend quality time with my children /family members		
Strongly agree	34	44.2
Agree	19	24.7
Neutral	16	20.8
Disagree	6	7.8
Strongly disagree	1	1.3

Sixth out of ten (61%) also indicated that in the place where they live the telecommunication network was good and as the result they rarely faced communication difficulties while teleworking from home. Table 4.4

Sixty five (84.4%) of the respondents also reported that teleworking from home enabled them to save commuting time (travel time) to and from the office and about seven out of ten (68.9%) further indicated that teleworking from home enabled them to spend quality time with their children /family members. Despite a generally favorable response given on teleworking from home by the majority of the respondents, only 49.4% of the respondents said that being able to work from home after the COVID-19 pandemic is over would make them happy. Similarly only 22 (28.6%) believe that their employer will support work remotely (teleworking from home) after COVID-19 pandemic is over.

Similar to the findings of our study, a telework and health effects review by Aida (2017), showed that better balance of home and work life, reduction in commuting time, increased productivity, higher morale and job satisfaction and increased flexibility and autonomy were the most frequently reported advantages of working from home.

#### **4.7 The respondents' satisfaction with their performance while teleworking from home**

Forty Six (59.8%) of the respondents agreed that their performance was the same or better while they are working from home due to COVID-19. This finding is consistent with a findings from a UK study by Brinkley and colleagues (2020) which indicated that during lockdown, the great majority (77%) of employers had observed either no change in performance (37%) or only small changes (40%), and the figures for increases and decreases were very evenly split.

More than 70% of the respondents in this study also indicated that they are satisfied with their performances while working from home due to COVID-19. Fifty (65%) and (75.3%) of the respondents also said that while working from home due to COVID 19, the support they were getting from their supervisors and colleagues respectively enabled them to perform their assigned tasks well. Forty Seven (61.1%) further reported that they received positive feedback on their performance from their supervisors while working from home. Table 4.5

For the question, overall, are you satisfied with the teleworking arrangement the organization set for its employees? If not, what is the reason for your dissatisfaction? One of the KII said, *“The multiplicity of tasks and challenges posed by the COVID19 pandemic which triggered the necessity for teleworking, and the achievements on programs and the response show that this is effective and can be used in less challenging times”*.

Another KII also said that he/she is satisfied with the teleworking arrangement set for the employees by the organization. She further indicated that the fact that organization provided communication materials to the staff working from home through the teleworking arrangement is something good”.

On the same issue another KII expressed her/his satisfaction with the arrangement made by the organization by saying *“Overall teleworking is not difficult, and I am satisfied with it. Most of the work can be done online from home. I believe I am performing well and managing my work from home. There are only some tasks that require physical presence which can be done by those who are assigned to work from home”*.

Table 4.5 respondents' assessment of their performance while teleworking from home due to COVID 19, May 2022

Response Category	Number	Percentage
My performance was the same or better while working from home due to COVID-19		
Strongly Agree	15	19.5
Agree	31	40.3
Neutral	10	13.0
Disagree	19	24.7
Strongly disagree	2	2.6
Overall I was satisfied with my performances while working from home due to COVID-19		
Strongly Agree	22	28.6
Agree	33	42.9
Neutral	9	11.7
Disagree	13	16.9
Strongly disagree	0	0.0
While teleworking from home the support I was getting from my supervisor enabled me to perform my assigned tasks well		
Strongly Agree	15	19.5
Agree	35	45.5
Neutral	23	29.9
Disagree	4	5.2
Strongly disagree	0	0.0
While teleworking from home the support I was getting from my colleagues enabled me to perform my assigned tasks well		
Strongly agree	19	24.7
Agree	39	50.6
Neutral	15	19.5
Disagree	4	5.2
Strongly disagree	0	0.0
My supervisor often gave me positive feedbacks on my performance while I was teleworking from home due to COVID-19.		
Strongly Agree	19	24.7
Agree	28	36.4
Neutral	26	33.8
Disagree	4	5.2
Strongly disagree	0	0.0

#### 4.8 Challenges employees and managers faced while teleworking from home

For about 59.6% of the respondents working from home was not a challenge. However, still a considerable proportion (71.4%) reported that they work more hours while working remotely from

home than at the physical office. The result of the survey conducted among full-time workers in the U.S. (Owl Labs and GWA2021) showed that 55% say on average they work more hours than at the office and 33% say they work the same hours than as at the office and 12% say they work fewer hours than at the office. The fact that the organization covered by this survey is a UN agency working mainly on health issues and the staffs are expected to respond to agency's effort the curb COVID 19 and other health emergencies in the country could be the reason why more study subjects in our study reported working more hours while working from home due to COVID 19.

Nearly a third further said that work-life conflict due to having work and personal life under the same roof (35.1%) was a challenge for them and twenty four (31.2%) said that they find it difficult to work remotely. Table 4.6

The result of a multi country study conducted by Mile Vasic (2020) have also shown **that** overworking (41.53%), having problems with internet connectivity (28.71%), not having proper Physical workspace (28.26%) and lacking tools or information needed to work at home (27.52%) Not having adequate skills and lack experience for working remotely (40%) were the most frequent challenges face by employees who worked from home due to COVID. Overwork, lack of support and inadequate equipment as the most frequently stated disadvantages respondents reported faced while working from home was also reported by a review made by Aida a telework and health effects (2017),

A study by Kazi & Zahir (2020) among 100 respondents working from home (WFH) during the COVID-19 pandemic in Dhaka city, the capital of Bangladesh showed that 52% and 46% of the respondents have reported that telecommuting's most significant challenges are internet connectivity issues and maintaining a regular schedule, respectively.

While explaining the challenges he/she faced in supporting/supervising employees working from home one manager said, *“Frequent internet outage and poor connectivity from the home locations of the employees, ensuring that life/work balance which had tipped more to social pressures on the staff due to location of the teleworking space in their neighborhood and keeping the morale of the employees given the psychosocial pressure from the pandemic are the most common challenges faced by those working from home”*

On the same issue another manager shared his experience by saying, *“At times there would be unreliable internet and phone connectivity thus hampering communication. Erratic power cuts in the teleworking areas thus affecting productivity of staff and sometimes, some of the issues to be resolved would be better done with physical presence thus limiting hitting the desired mark”*.

On the same issue another manager said, *“One of the challenges during working from home is lack of face-to-face discussion with subordinates. Face-to-face discussion is important for immediate and urgent decisions. Though, I was trying to solve this problem in discussing over the phone and through email communication, I still feel that it was one of the key challenges faced”*.

The key informants were also asked as an e-leader whether or not they find communication with their subordinates and delegation of tasks difficult and if the answer is yes, they were asked to explain the specific problems they faced and the findings are presented below.

While responding to the above question one KII working *on the coordination of the national response to COVID-19 pandemic* said, *“I did not face any specific issue with my team. However, the only key challenge that we frequently face is where the tasks required the support from multiple level*

including the administration staff with different set of communications with various teams and individuals, including those seconded to the government offices.

Another KII working in the administration section said “Sometimes we face some communication and delegation difficulties with our subordinates working from home, there are some tasks that require physical presence in the office such as printing, signing, stamping and scanning. In such cases we must ask the support of others who are working from the office. This creates additional burden for those working from the office”.

**Table 4.6 Challenges employees and managers faced during remote/virtual working due to COVID 19, May 2022**

Response Category	Number	Percentage
I work more hours while working remotely than at the physical office		
Strongly agree	39	50.6
Agree	16	20.8
Neutral	7	9.1
Disagree	12	15.6
Strongly disagree	3	3.9
Work-life conflict due to having work and personal life under the same roof was a challenge for me		
Strongly agree	8	10.4
Agree	19	24.7
Neutral	17	22.1
Disagree	28	36.4
Strongly disagree	5	6.5
Overall, I find it difficult to work remotely		
Strongly agree	4	5.2
Agree	20	26.0
Neutral	7	9.1
Disagree	32	41.6
Strongly disagree	14	18.2

The findings from both the quantitative and qualitative part of our study and the other studies outlined above conducted among employees working from home during COVID 19 showed that despite the

many advantages that working from home have, employees working home from also face multiple challenges that can have effect on their satisfaction, productivity and their performance.

#### **4.9 Result of the Univariate and Multivariable Binary Logistic Regression Analysis**

Multivariable Binary Logistic Regression analysis was used to assess the effects of the key independent variables included in the hypotheses i.e. appropriateness of the home office environment for teleworking, having access to working tools for teleworking at home and having a supportive supervisor on the dependent variable i.e. employees satisfaction of their performance while working from home during COVID 19 pandemic.

The result of the multivariable binary logistic regression showed that all variables except the appropriateness of home office environment for teleworking were not statistically significant at  $P < 0.05$ .

The analysis further showed that workers at the managerial position were 2.51 times more likely to be satisfied with their performance while working from home when compared to support staff [AOR = 2.51, 95% CI 0.13 - 47.71]. Similarly, workers who have the experience of teleworking from home prior to COVID 19 pandemic were 2.64 more likely to be satisfied with their performance compared to those with no experience of teleworking from home prior to COVID 19 pandemic [AOR = 2.64, 95% CI 0.16–43.51].

Unlike what is stated in the hypothesis, having access to working tools and support from supervisors and colleagues are not significantly associated employees' satisfaction. In this regard the findings showed that workers with access to working tools were 74% less likely to be satisfied with their performance as compared to workers with no access to working tools [AOR = 0.26, 95% CI 0.06 – 1.18]. Support from supervisors and colleagues decreases satisfaction of the workers by 64% and

28%, respectively. Still the analysis showed that working from home due to the COVID-19 pandemic decreases the satisfaction level of workers by 55% [AOR = 0.45, 95% CI 0.02 – 7.81]. It was also noted that female workers were 31% less likely to be satisfied with their performance compared to male workers [AOR = 0.69, 95% CI 0.17 – 2.81]. Table 4.7

**Table 4.7: Multivariable Binary Logistic Regression Analysis**

Variable		Unadjusted OR	Adjusted OR	P-value (Adjusted)	95% Adjusted OR CI
Position in the organization	Manager/Supervisor	1.67	2.51	0.53	0.13, 47.71
	Program Staff	0.73	2.77	0.43	0.21, 35.11
	Admin and finance staff	0.79	5.86	0.16	0.48, 70.32
	Support Staff	Ref			
Age	20-40	0.41	0.17	0.06	0.03, 1.13
	41-60	0.32	0.21	0.06	0.04, 1.11
	61+	Ref			
Gender	Female	0.48	0.69	0.61	0.17, 2.81
	Male	Ref			
Have previous experience working from home	Yes	0.47	2.64	0.49	0.16, 43.51
	No	Ref			
Worked from home due to the COVID 19 pandemic	Yes	1.61	1.17	0.85	0.21, 6.35
	No	Ref			
Still working from home due to the COVID 19 pandemic	Yes	0.39	0.45	0.59	0.02, 7.81
	No	Ref			
Home office environment appropriateness	Yes	0.12*	0.09	0.04	0.01, 0.95
	No	Ref			
Access to working tools	Yes	0.06	0.26	0.08	0.06, 1.18
	No	Ref			
Supervisor support	Yes	0.34*	0.41	0.36	0.06, 2.78
	No	Ref			
Support from colleague	Yes	0.28*	1.48	0.72	0.16, 13.81
	No	Ref			
Good telecommunication network	Yes	0.34	0.68	0.63	0.14, 3.26
	No	Ref			
Spending quality time with children/family	Yes	0.39	1.02	0.97	0.21, 5.04
	No	Ref			

\*Significant association= P < 0.05

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of the results, conclusions and recommendations of the study. The key study findings and analysis are presented in the summary section. The major conclusive remarks drawn from the key results vis-a-vis the five research questions are presented in the conclusion section. While, suggestions for future action forwarded by the researcher based on the study findings are presented in the recommendation section.

#### **5.2 Summary**

The study follows a cross-sectional survey design and used both quantitative and qualitative data collection techniques to generate the required information for the study. The study findings showed that working from home due to the COVID 19 pandemic was found to be common among employees of the studied organization and supervisors and coworkers were reported supportive and motivating for those working from home. The majority of the respondents also believe that the nature of their work is appropriate to perform their assigned tasks through teleworking and their home office environment was appropriate for teleworking.

The majority of the participants of the study also reported are satisfied with their performances while working from home due to COVID-19. Many also indicated that the support they were getting from their supervisors and colleagues enabled them to perform their assigned tasks well and they received positive feedback on their performance from their supervisors while working from home respectively.

Many of the respondents also indicated that working from home helped to reduce commuting time to and from office and they were able to spend quality time with their children and family.

Despite the many advantages that working from home have, those working from home also faced multiple challenges that can have effect on their satisfaction, productivity and performance. Working more hours and work-life conflict due to having work and personal life under the same roof were among the many challenges reported.

In multivariate binary logistic regression analysis, all independent variables except the appropriateness of home office environment did not show statistically significant association with employees satisfaction of their performance while teleworking from home.

Many of the findings of this study are also found to have similarities with the findings of different studies conducted in different countries on teleworking from home due to COVID 19.

### **5.3 Conclusion:**

This research was conducted to assess employees perception of their performance and the challenges faced while teleworking due to COVID-19 pandemic in the World Health Organization Country Office in Ethiopia.

Majority of those who worked from home due to COVID 19 feel that their performance is the same or better than what it used to be while working from traditional office setting. Supervisors also indicated that they used different mechanisms and communication platforms to adequately engage employees working from home due to COVID 19.

For the majority of the respondents the nature of their work was appropriate to perform their assigned tasks through teleworking and their home office environment was also appropriate for teleworking.

Majority also indicated that they had the necessary tools and information to perform their task while working from home due to COVID-19.

The study participants' most important challenges were long working hours than at the physical office, unreliable internet connectivity and work-life conflict due to having work and personal life under the same roof.

## **5.4 Recommendation**

This study is new as it was conducted in a unique situation where the nature of the problem (COVID 19 pandemic) forced organizations to adapt temporary measures and working arrangements to mitigate the effect of the disease on the health and wellbeing their employees and the productivity of the organization in general. The findings of the study surfaced many interesting facts that can be used by organizations as an input to develop an appropriate teleworking program for the jobs that can be organized through a fully work from home (WFH) or hybrid working arrangements. Based on the study findings, the following specific recommendations are forwarded:

- Organizations, and Human Resource leaders that are developing a future teleworking program in the studied organization or other similar organizations should consider a working package that focuses not only on employees productivity but also on the components that can ensuring a better work family life balance for the employees working from home and on minimizing problems and challenges that could arise from improper home office environment and overworking.
- With the expansion of telecommunication network and with the newly introduced 5G communication technology in the country, many more organizations can consider teleworking or a hybrid working arrangement for their employees.

- Additional large scale studies are needed to be conducted to assess the appropriateness of the teleworking program for the different types of organizations.

## References:

- Aida, I., 2017, 'Telework and Health Effects Review', International Journal of Healthcare 2017, Vol. 3, No. 2., from, <http://ijh.sciedupress.com>
- Anita, K. & Kate L., 2020, 'The Global Work-from-Home Experience Survey 2020', Global Workplace Analytics
- Armstrong, M., 2009, 'Armstrong's handbook of performance management: an evidence-based guide to delivering high performance' Michael Armstrong. - 4th ed. 2009
- Bandura, A., 1986, 'Social Boundaries of Thought and Action', Prentice-Hall, Englewood Cliffs, NJ
- Brinkley, I., B., Willmott, M., Beatson, and G. Davies., 2020, 'Embedding New Ways of Working: Implications for the Post-pandemic Workplace'. <https://www.cipd.co.uk/knowledge/work/trends/working-post-pandemic>. In: Jonny Gifford (2022) Remote working: unprecedented increase and a developing research agenda, Human Resource Development International, 25:2, 105-113, DOI: 10.1080/13678868.2022.2049108
- Buchner, T.W., 2007, 'Performance management theory: a look from the performer's perspective with implications for HRD', Human Resource Development International, 10 (1), pp 59-73
- Capital news paper, 2020, '300,000 Government Employees Working from Home' March 29, 2020, Accessed on December 10, 2021, from <https://www.capitalethiopia.com/capital/300000-government-employees-working-from-home/>
- Cristina, B. G., & Susan G. C., 2003, 'Virtual Teams that Works: Creating Conditions for Virtual Team Effectiveness', The Jossey-Bass business & management series
- David; J.C., 2020, 'Coronavirus Disease 2019 (COVID-19)', MedScape, Accessed on March 1, 2022, from, <https://emedicine.medscape.com/article/2500114-overview#a1>.
- Eurofound and the ILO., 2017, 'Working Anytime, Anywhere: The Effects on the World of Work', Publications Office of the European Union, Luxembourg, and the International Labour Office,

Geneva.

Eurostat, 2022, 'Employed persons working from home as a percentage of the total employment, by sex, age and professional status online data code: LFSA\_EHOMP last update: 11/09/2021,

Accessed on January 2022, from

[https://ec.europa.eu/eurostat/databrowser/view/lfsa\\_ehomp/default/tablelang\\_en](https://ec.europa.eu/eurostat/databrowser/view/lfsa_ehomp/default/tablelang_en)

Global workplace analytics (GWA), 2020, 'The global work from home survey result'

Global workplace analytics, 2021, 'State of remote work 2021, 5<sup>th</sup> Annual Edition', Global

Workplace Analytics, from [www.owllabs.com](http://www.owllabs.com)

Herman, A., 2013, 'Performance Management - 3rd ed.' ISBN-13: 978-0-13-255638-5

ILO, 2019, 'Telwork in the 21<sup>st</sup> century: An evolutionary perspective', Excerpt US Chapter by Kate Lister 2019.

Julnes, P. de L. et al., 2007. 'International Handbook of Practice-Based Performance Management, London: SAGE Publications.

Katja, Z., & Rozália, S., 2021, 'Teleworking and its Influence on Job Satisfaction', Journal of Human Resources Management Research: Vol. 2021 (2021), Article ID 558863, 18 pages,

ISSN: 2166-0018 DOI: 10.5171/2021.558863, from

<http://ibimapublishing.com/articles/JHRMR/2021/558863/>

Kazi, T.R., & Zahir, U.A., 2020, 'Working from home during the COVID-19 Pandemic:

Satisfaction, Challenges, and Productivity of Employees'. International Journal of Trade and Commerce-IIARTC July-December 2020, Volume 9, No. 2 pp. 282-294

Krausert, A., 2009, 'Performance Management for Different Employee Groups: A Contribution to the Employment Systems Theory' Heidelberg: Springer- Verlag, from

<https://books.google.co.in/books/id>

Latham, G.P., & Locke, E.A., 1979. 'Goal setting: a motivational technique that works,

Organizational Dynamics’, autumn, pp 442-47

Le Tran, T.T., & Chiou-shu J.H., ‘Factors Affecting Employee Performance–Evidence from

Petrovietnam Engineering Consultancy J.S.C’ Accessed on January 2022, from,

[http://ir.meiho.edu.tw/ir/bitstream/987654321/2774/2/FACTORS\\_AFFECTING\\_EMPLOYEE\\_PERFORMANCE.pdf](http://ir.meiho.edu.tw/ir/bitstream/987654321/2774/2/FACTORS_AFFECTING_EMPLOYEE_PERFORMANCE.pdf).

Locke, E.A., & Latham, G.P., 2006, ‘New Directions in Goal-Setting Theory, Current Directions

in Psychological Science’, 15(5), pp.265–268, Accessed on September 19, 2016, from,

<http://cdp.sagepub.com/lookup/doi/10.1111/j.1467-8721.2006.00449.x>

Marks, R., 2001, ‘Efficacy theory and its utility in arthritis rehabilitation’, *Disabil Rehabil.* 2001;

23(7):271-280.

Marks, R., Allegrante, J.P., & Lorig K., 2005, ‘A Review and Synthesis of Research Evidence for

Self-efficacy-Enhancing Interventions for Reducing Chronic Disability: Implications for

Health Education Practice (part II)’, *Health Promot Pract.* 2005; 6(2):148-156.

Mile, V., 2020, ‘Challenges of Teleporting During the COVID-19 Pandemic’, *The Annals of the*

*Faculty of Economics in Subotica* Vol. 56, No. 44, pp. 063-079

Mobley, R.K., 1999, ‘Total plant performance management: A profit-building plan to promote,

implement, and maintain optimum performance throughout your plant, Gulf Pub. Co.

Muhammad, R.S., Raza, A.T., & Imran, A.S., 2017, ‘Factors Affecting to Employee’s

Performance’, *A Study of Islamic Banks; International Journal of Academic Research in*

*Accounting, Finance and Management Sciences* Vol. 7, No.1, January 2017, pp. 312–321 E-

ISSN: 2225-8329, P-ISSN: 2308-0337 © 2017 HRMARS, from, [www.hrmars.com](http://www.hrmars.com)

Murphy, C., & Sebikali, B., 2014, ‘Guide to Optimizing Performance and Quality: Stages,

Steps, and Tools’. IntraHealth International, Chapel Hill. April 2014.

OECD, 2021, ‘The Role of Telework for Productivity and Well-being during and Post-COVID-19:

Key highlights of an OECD survey among managers and workers’.

Owl Labs and Global Workplace Analytics, 2021 ‘5th Annual State of Remote Work report, 2021’.

Pamkhaila, S., & Indra G., 2016, ‘Goal Setting Theory of Performance Management System. Project Guru’. Accessed on May 12, 2022, from, <https://www.projectguru.in/goal-setting-theory-performance-management-system/>.

Picu C. G. and Dinu, A., 2016, "Research on the Current Telecommuting Trends in the United States and European Union Markets," Management and Economics Review, 1(2): 194-202.

Preedy, V.R., & Watson R.R., 2010, ‘5-Point Likert Scale’, In: Handbook of Disease Burdens and Quality of Life Measures. Springer, New York, NY, Accessed on January 25,2022, from [https://doi.org/10.1007/978-0-387-78665-0\\_6363](https://doi.org/10.1007/978-0-387-78665-0_6363).

Preya, C., 2016, ‘Control theory of performance management system’, Project Guru, from [https://www.projectguru.in/control-theory-performance-management-system/Control theory helps in sustaining, Barrows 2012](https://www.projectguru.in/control-theory-performance-management-system/Control%20theory%20helps%20in%20sustaining,%20Barrows%202012)

Rashid, S., Shireen, M., Rab, N.L., Anam, I., Hafiza, H. N., & Somia, Y., 2013. ‘Factors Affecting the Performance of Employees at Work Place in the Banking Sector of Pakistan’, Middle-East Journal of Scientific Research 17 (9): 1200-1208, 2013 ISSN 1990-9233 © IDOSI Publications, 2013 DOI: 10.5829/idosi.mejsr.2013.17.09.12256

Sabine, S., & Michael F., 2022, ‘Performance Concepts and Performance Theory. Psychological Management of Individual Performance’, Edited by Sabine Sonnentag, 2002 John Wiley & Sons, Ltd.

University of Virginia Library, 2022, ‘Research Data Services + Science: Using and Interpreting Cronbach’s Alpha’, Accessed on May 20, 2022, from <https://data.library.virginia.edu/using-and-interpreting-cronbachs-alpha/>

Viccarbe, 2021, 'Advantages and disadvantages of teleworking or telecommuting' Accessed on December 10,2021, from, <https://www.viccarbe.com/spaces/advantages-and-disadvantages-of-teleworking-or-telecommuting/>

Vivien, K.G.L, Thompson, S.H. T., 2000, 'To work or not to work at home: An empirical investigation of factors affecting attitudes towards teleworking', Journal of Managerial Psychology 15, 6. · September 2000 DOI: 10.1108/02683940010373392, from, <http://www.emerald-library.com>

Worldometer, 2022, 'COVID 19 Corona Virus Pandemic Daily Report', Accessed on June 8, 2022, from, <https://www.worldometers.info/coronavirus/coronavirus-cases>.

## **Annexes:**

### **Annex 1: Invitation letter and consent form**

Dear study participant,

My name is Ms Addis Tibebe Shine; I am a final year student working for the Degree of Masters of Arts in Human Resource Management at the Department of Human Resources Management, School of Commerce, College of Business and Economics at the Addis Ababa University.

As a partial fulfillment for my Masters' degree I am required to conduct a search and currently I am working on my thesis entitled: "Assessment on Employees Perception of their Performance and the Challenges Faced while Teleworking due to COVID-19 Pandemic in the World Health Organization Country Office in Ethiopia.", This study intends to document the teleworking experience of employees and managers and examine effects of teleworking on employees' performance during the COVID-19 pandemic. The findings of the study will help organizations to device mechanisms for good and effective working environment for their employees.

I would like to invite you to participate as a respondent for the study. You are not required to record your name on the data collection tool and at the same time the information you will provide will be coded and by no means will be associated with you personally or disclosed to any third party.

Reading and answering all the questions included in the questionnaire will take a maximum of 10 minutes of your time and questionnaire can be accessed online at: <https://forms.office.com/r/B5RByaaBsy> If you have any difficulties to open the link please use different browser.

Your honest and genuine response for all the questions includes in the questionnaire is very important to meet the purpose of the study. In this regard, I would much appreciate your cooperation. However, you don't have to answer any questions that you are not comfortable to answer and you have also the right to withdraw from participating in the study at any time even after started.

As approved by the research and ethics committee of the Department of Human Resources Management, School of Commerce, Addis Ababa University, the fact that you agreed to answer the questions included in the questionnaire and you returned the completed questioner, I will assume that you gave your consent for the study.

This study has been reviewed and approved by the Department of Human Resources Management School of Commerce, Addis Ababa University. If you have any question about this study, you can contact my thesis advisor, Dr. Abdurazak Mohammed at: [m.abdurezak@yahoo.com](mailto:m.abdurezak@yahoo.com).

I would like to thank you in advance for your cooperation and time.

Addis Tibebe Shine, Cell Phone: +251 9 13313506 email: [a\\_tibebe@yahoo.com](mailto:a_tibebe@yahoo.com)

## Annex 2: Quantitative Data Collection Tool

### Section A. Basic Socio-demographic Information

1. Position in the organization: (1) Manager/Supervisor (2) Program staff (3) Administrative and Finance staff (4). Support staff
2. Age: (1) 20-30 (2) 31-40 (3) 41-50 (4) 51-60 (5) 61+
3. Gender: (1) Female (2) Male
4. Qualification: (1) Diploma (2) First Degree (3) Second Degree (4) MD/PHD
5. Year of experience: (1) < 1 year (2) 1-5 years (3) 6-10 years (4) ) 20-15 years (5) 16-20 years (6) 21 +

### Section B. Respondent's perception and experience about teleworking

#### Respondents experience on teleworking both before and during the COVID 19 pandemic

6. Prior to the COVID 19 pandemic I had the experience teleworking from home: (1) Yes (2) No
7. I worked from home due to the COVID 19 pandemic: (1) Yes (2) No
8. I am still working from home due to the COVID 19 pandemic: (1) Yes (2) No
9. Which means of communication were you frequently using to exchange messages while working from home due to COVID-19? (More than one answer is allowed)
  1. Mobile SMS 2. WhatsApp 3. Telegram 4. Viber 5. Voice 6. Other
10. Which virtual platform were you frequently using for meetings and work-related discussions while working from home due to COVID-19? (More than one answer is allowed)
  1. Zoom 2. Microsoft Teams 3. Google Meets 4. Skype 5. Cisco WebEx 6\ 6. Other

#### Employees perception about their engagement with their supervisors and coworkers while teleworking

Scale for the response	5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
Employees engagement with supervisors and coworkers while teleworking					
11. I had the necessary training and experience therefore, switching from office to remote work (teleworking) was not a problem for me.					
12. I was proactively communicating with my immediate supervisor while teleworking from home.					
13. I was proactively communicating with my colleagues					

while teleworking from home.					
14 While teleworking from home the lack of traditional face-to-face communication makes communication difficult for me.					
15 My supervisor was supportive and motivating while I was working from home due to COVID-19					

**Employees perception of their performance while teleworking from home**

<b>Scale for the response</b>	<b>5</b> Strongly Agree	<b>4</b> Agree	<b>3</b> Neutral	<b>2</b> Disagree	<b>1</b> Strongly Disagree
<b>Employees perception about their performance</b>					
16 The nature of my work is appropriate to perform my assigned tasks through teleworking.					
17 While working from home the support I was getting from my supervisor enabled me to perform my assigned tasks well.					
18 While working from home the support I was getting from my colleagues enabled me to perform my assigned tasks well.					
19 My performance was the same or better while working from home during COVID-19.					
20 Overall, I was satisfied with my performances while working from home.					
21 My supervisor often gave me positive feedback on my performance while I was teleworking from home.					

**Employees' assessment of the appropriateness of the home office environment for teleworking**

<b>Scale for the response</b>	<b>5</b> Strongly Agree	<b>4</b> Agree	<b>3</b> Neutral	<b>2</b> Disagree	<b>1</b> Strongly Disagree
<b>Appropriateness of the home office environment for teleworking</b>					
22 I had all the necessary tools and information to perform my task at home					
23 My home office environment was appropriate for teleworking.					
24 In a place where I live the telecommunication network was good and I rarely faced communication difficulties while teleworking.					

## Employees' perception about teleworking arrangement

Scale for the response	5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
<b>Perception about the teleworking arrangement</b>					
25 Teleworking from home enabled me to save commuting time to and from the office.					
26 Teleworking from home enabled me to spend quality time with my children/family members.					
27 Being able to work from home after COVID-19 would make me happy.					
28 I believe that my employer will support remote work after COVID-19 pandemic is over.					

## Challenges faced during teleworking

Scale for the response	5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree
<b>Perception about the teleworking arrangement</b>					
29 I work more hours while working remotely than at the physical office.					
30 I used to have better interaction with my supervisor and fellow workers while working from office.					
31 Work-life conflict due to having work and personal life under the same roof was a challenge for me.					
32 Overall, I find it difficult to work remotely					

### **Annexes 3: Key Informant Interview Guide**

**(To be administered to individuals working in manger/supervisor position in the organization)**

1. Which communication channels were you frequently using to communicate with your subordinates while they are/were teleworking from home? Text messages, phone calls, telemeeting through video calls etc?
2. What does supervising employees mean in the context of telework? What mechanisms were you able to use to supervise/follow the employees under your supervision?
3. As a manager, what challenges have you faced in supporting/supervising employees working from home?
4. What mechanisms do you use to keep employees under your supervision motivated while they are teleworking from home? What is too much or too little?
5. What mechanisms did you use to ensure that employees under your supervision perform the tasks that they are assigned to while they are/were teleworking from home?
6. As an e-leader did you find communication with your subordinates and delegation of tasks difficult? If yes, what specific problems did you face?
7. Overall, are you satisfied with the teleworking arrangement the organization set for its employees? If not, what is the reason for your dissatisfaction?