

Journal of

Business and Strategic Management

(JBSM) **Teleworking Strategies and Performance of Non-
Governmental Organizations in Kenya: A Case of World
Vision Kenya**



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Teleworking Strategies and Performance of Non-Governmental Organizations in Kenya: A Case of World Vision Kenya

 ^{1*} Munguti Martin, ² Kihara Allan, ³ Mathenge Paul

P. O. Box 62157 – 00200 NAIROBI

<https://orcid.org/0009-0001-6412-2600>

Accepted: 14th Sep 2024 Received in Revised Form: 14th Oct 2024 Published: 14th Nov 2024

Abstract

Purpose: This study sought to establish the effect of teleworking strategies on the performance of Non-Governmental Organizations in Kenya, a case of World Vision Kenya. The specific objectives of the study were: to evaluate the effect of communication strategies and work schedules on the performance of World Vision Kenya. The study was anchored on communication theory, inter-role conflict theory, resource based theory and technology adoption model.

Methodology: This study adopted case study research design and the target population were 121 World Vision Kenya employees working at the Headquarters in Nairobi. The census method was used in this study. The researcher collected primary data from respondents using a structured questionnaire. Using a data collecting form, the study also extracted secondary data from World Vision Kenya yearly reports covering key indicators of performance, specifically funds raised annually and number of people benefitting from WVK programs from 2019 to 2022. The researcher used the Statistical Package for Social Sciences (SPSS version 21) to analyze the data.

Findings: The study established that dissemination of timely information which has been reviewed to ensure accuracy and completeness enhances organizational performance. The study also established that there was moderation in allowing employees choose their shifts so as to give room for work life balance. The study concluded that teleworking strategies had a positive and significant effect on performance of World Vision Kenya.

Unique Contribution to Theory, Policy and Practice: This study recommended that the management could consider teleworking as part of their organizational strategy, and conduct regular feedback surveys on the effectiveness of the teleworking, to gain valuable insights for refining the teleworking strategies and addressing any challenges or areas for improvement. It is also recommended that employees should be given leeway to choose working shifts and timelines when working remotely for enhanced work life balance, while maintaining accountability.

Keywords: *Communication Strategies, Work Schedules and Performance*

Background of the Study

Organizational performance usually deals with specific areas of the outcomes in an organization by comparing the actual outputs goals and objectives. It is majorly influenced by dynamics such as the leadership, structure, culture, environment, individual skills and knowledge management of an organization (Bhasin, 2020). Therefore, strategic plans are employed by organizations to enhance their performance. Teleworking, which was rarely viewed positively by businesses less than a decade ago, is now the current and future status of employment in many sectors (Peek, 2020). The shifting of labour patterns has significantly expanded the teleworking model (Zou, Huo & Li, 2020). The remote work culture is now steadily becoming a part of industries and service sectors, sparking debates about how companies can achieve their business objectives by incorporating the WFH model into their organizational strategy while also ensuring effective working, productivity, and organization functioning (Dutta, 2021). Many organizations have mostly adopted the teleworking strategies in order to limit illness spread and improve performance (Chen, 2021). Communication strategies are the blueprints for how information is exchanged in an organization. They can be verbal, nonverbal or visual and the integration of these strategies allows an organization to meet employees needs especially as they work remotely (Harrington, 2022). A work schedule is a plan that outlines when and how work tasks should be completed. For the employees who are working remotely, it is crucial for an organization to determine the work schedules so as to accommodate work life balance and to ensure that employees meet deadlines for allocated duties (Yusaini, *et al.*, 2023).

Statement of the Problem

Research has shown that teleworking can enhance organizational performance. Globally, in the United States (US), a survey carried out in 2020 indicated that the adoption of teleworking strategies enabled employees to be more productive than their office-based counterparts and that the model increased organizational performance (Abrams, 2021). On the other hand, organizations such as JP Morgan and Goldman Sachs have termed the adoption of a remote work culture as an implausible proposition which necessitates their services to be corrected to ensure growth of respective businesses and achievement of ideal targets (Dutta, 2021). In Asia, Ahlstrom and Wang (2020) noted that pandemics created pressure for organization to refine strategy implementation to help leaders ensure that operations were not interrupted thus enhancing performance. Regionally, in South Africa, Lebopo, Seymour and Knoesen (2020) noted that the adoption of teleworking strategies provides many indisputable benefits to organizations, society and individuals. It was therefore important for organizations to identify the key factors that affect teleworking adoption for improved performance. In Nigeria, Onyemaechi, Ikpeazu and Ufomba, (2020) established that teleworking influences organizational performance and thus organizations need to encourage the work practice that allows employees to work at the agreed location as it makes them more productive. Locally, in Kenya, Obulo (2019) postulated that the organizational adoption of task factors, organizational factors, individual factors and technological factors had a positive effect on WFH as it led to increased organizational performance.

Despite these findings, many organizations in Kenya went back to office based work spaces post COVID-19. A study published by the International Labour Organization (ILO) Bureau for Employers' Organizations along with the Federation of Kenya Employers (FKE) in June 2022 shows that about 33% of enterprises said they would be having mostly an-in person work arrangement with some changes, while another 17% said they would return to operating in-person, like before the pandemic. Less than one per cent of enterprises in Kenya planned to become fully remote. World Vision Kenya teleworked for two years from March 2020, fully resuming to in-person working arrangement in March 2022. Upon resumption in 2022, the administration costs rose by USD 957,130, a 22% increase compared to the fiscal year 2021. However, the funding raised per year decreased from USD 70,190,711 in fiscal year 2019 to USD 67,975,577 in 2020, further down to USD 65,556,527 in 2021 but rose to USD 85,385,086 when the organization resumed working from office in mid-2022. On the other hand, the number of beneficiaries reached annually increased from 2, 800,952 people in fiscal year 2019 to 4,856,540 people in 2020 where there was a blend between working from office (6months) and teleworking for six months too. However, there was a substantial decrease in 2021, to 2,814,780 people, when the organization fully employed teleworking for the whole fiscal year, with the performance slightly improving gain to 3,097,066 people, when the organization resumed working from the office, for the last half of the fiscal year. This performance trend seems to deviate from the findings of other scholars (Ahlstrom & Wang, 2020; Lebopo et al., 2020 & Onyemaechi et al., 2020) and presents an interesting perspective worth researching to gather more insights, draw conclusions and make recommendations for consideration by leaders of similar organizations and other scholars. This study sought to use the case of World Vision Kenya, to find out whether the declining performance trends during the teleworking period could be associated to the teleworking strategies adopted if any, and whether there was any relationship between teleworking strategies and organizational performance in humanitarian organizations in Kenya.

Research Objectives

- i To evaluate the effect of communication strategies on the performance of World Vision Kenya while teleworking
- ii To establish the effect of flexible work schedules on the performance of World Vision Kenya while teleworking

LITERATURE REVIEW

Theoretical Review

Communication Theory

The communication theory was developed by Shannon and Weaver (1949). The communication theory outlines how communication processes would engage others in dialogue. West, Turner and Zhao (2010) posited that the presence of a common language between sender and receiver enhances communication. According to Shannon and Weaver (1949), the communication process consists of seven steps: message, encoding, transmitting, receiving, decoding, understanding and

feedback. Thus, the first source, the information source, produces messages to be communicated to the receiving terminal. There is a need to inform staff of new policies and innovations to enable them participate effectively in issues that concern them the source of any information should be clear. Secondly, encoding is where the sender operates on the message to produce a signal suitable for transmission over the channel. The third is the medium used to transmit the signal from transmitter to receiver. The channel used should be adequate and free from barriers (Shannon & Weaver, 1949). The message can be transmitted by memo, phone call, face-to-face, etc. The fourth is the receiver which performs the inverse operation of that done by the transmitter, reconstructing the signal's message. The fifth is the destination that is the person for whom the message is intended while the sixth is the message from the receiver that confirms receipt that implies information or communication. The seventh is feedback that information achieves its desired results (Shannon & Weaver, 1949). According to Stacks and Salwen (2014), effective communication occurs when the receiver understand the meaning intended and reacts accordingly. Thus, managers need to communicate and interact effectively to implement electronic organizational strategies.

According to the communication theory, good communication skills are essential to allow others and oneself understand information more accurately and quickly. Poor communication skills lead to frequent misunderstanding and frustration (McQuail, 1987). The theory also notes that communication has crucial impacts among work groups in that organizational communication is a channel to flow information, resources and even policies. The theory also explains that communication is an integral component of any performance improvement approach (Stacks & Salwen, 2014). This theory was pertinent in this study as it anchored the communication strategies variable. This was because it explained how the management of World Vision Kenya could use communication strategies to effectively communicate to its employees who were working remotely so as to avoid misinformation or delays in delivering work expectations. The theory also explained how through the use of a systematic communication channels, the management could ensure that the message being passed to the employees was accurate as this would make them engage with team members who were also working remotely to achieve set targets.

Inter-Role Conflict Theory

The inter-role conflict theory was developed by (Merton, 1957). According to the theory, work and family role pressure are incompatible in some respects, resulting in inter-role conflict (Palomino & Frezatti, 2016). In addition, this theory developed the basic concept that the family-work relationship is best portrayed as a zero-sum game because human time and energy are limited or important resources (Rincey & Panchantham, 2014). The theory also refers to what occurs when meeting the demands in one domain makes it difficult to meet the demands in the other domain. Therefore, employees with more family obligations will be able to devote time and focus to work, resulting in surprisingly poorer job outcomes. In addition, the term role implies that a person may have multiple roles and responsibilities concurrently, such as career, family, and community,

which can lead to conflicts when the requirements of one function are incompatible with those of another (Greenhaus & Beutell, 1985).

There are eight propositions where the constructs are in conflict in relation to time, role strain, and specific behavior. These are pressures must come from both work and family; self-identification with roles is necessary; role salience moderates relationships and is positively related to conflict level; conflict is strongest when there are negatives associated with non-compliance; directionality is based on conflict source; conflict is related to career success and stage; external support is related to the conflict (Greenhaus & Beutell, 1985). According to Kossek and Thompson (2016), by providing organizational flexibility, organizations can increase the time and location ranges to address work and non-work demands, thereby reducing the tension that might results from competing job expectations. This theory was relevant in this study as it helped in explaining flexible work schedules variable. This was because it explained how World Vision Kenya could adopt work schedules that allow employees to balance both work and family demands as they work remotely so as to ensure that their performance was not affected. It was also important because through the adoption of flexible working hours, employees could be given the autonomy to meet their deadlines without pressuring them as this would ensure they were fully engaged to improve organizational performance.

Conceptual Framework

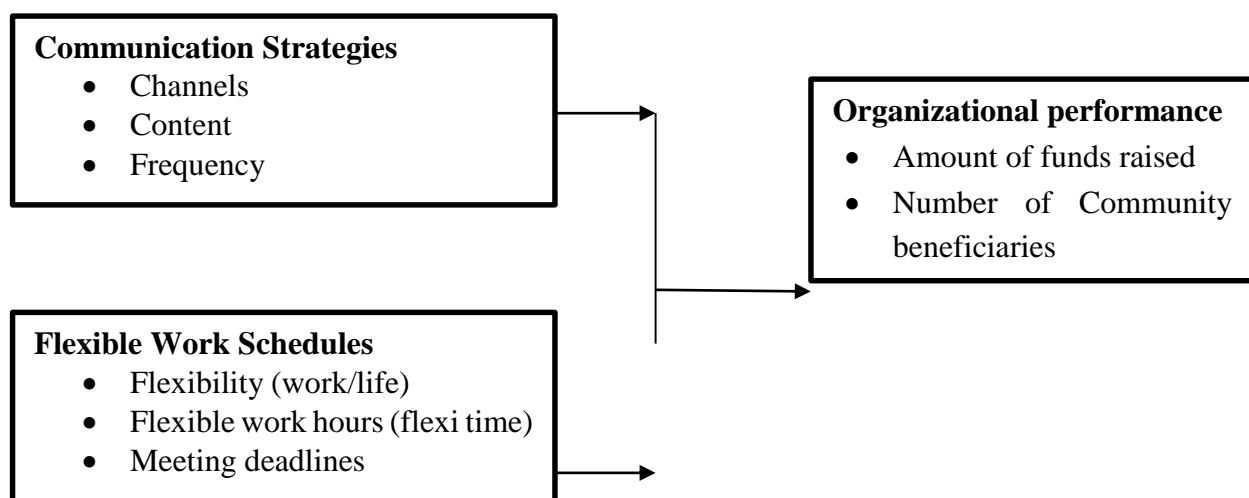


Figure 1: Conceptual Framework

Communication Strategies and Organizational Performance

Zulkeifli et al. (2023) conducted a study on the link between communication strategies and performance in Malaysia. The study specifically looked at the reviewed existing literature on communication strategy and performance. The results showed that there was a positive relationship between communication strategy and performance. The study also noted that when a company's communication is efficient, it will lead to business success thus indirectly contributes to the achievement of set objectives. The study recommended that organizations should maintain

frequent contact with employees and understand the value of software's and other communication tools so as to enhance performance. While this study was conducted in Malaysia, the current study was conducted in Kenya and this highlighted a geographical gap. In addition, while this study was a desktop review, the current study collected primary data and this highlighted a methodological gap.

Ma (2022) investigated the role of communication strategies on organizational performance in the education sector of China. The study looked at the dimensions of information flow, information inadequacy, and information feedback. The study which used structural equation modeling found that incorporating different communication strategies leads to organizational efficiency. The study recommended that the management should enhance communication strategies by encouraging employees to be collaborate effectively. The study also recommended that organizations should ensure that there is more information flow and information feedback as they are important indicators to maximize the performance of employees. While this study was carried out in the education sector of China, the current study was carried out in the NGO sector of Kenya and this highlighted a contextual gap. While this study looked at the dimensions of information flow, information inadequacy, and information feedback, the current study looked at channel, content and frequency and this highlighted a conceptual gap.

Arab and Muneeb (2019) carried out a study on the relationship between communication strategies and organizational performance in private universities of Afghanistan. The study used ordinary least square to estimate the results. The results showed that there was a positive relationship between communication strategies and organizational performance. The study also noted that when the barriers of communication are rooted out, the employees will perform their tasks without doubt and hesitation which causes the organizational performance and knowledge sharing to improve. The study recommended that organizations should focus on effective communication as a strategy so as to have the best organizational performance. While this study was carried out in private universities of Afghanistan, the current study was carried out at World Vision Kenya and this highlighted a contextual gap. While this study used ordinary least square, the current study used multiple regression analysis and this highlighted a methodological gap.

Flexible Work Schedules and Organizational Performance

Chung (2022) conducted a study on the relationship between work schedules and organizational performance in the hospitality industry of the United States. The study reviewed existing literature and specifically looked at variable work schedules and staffing flexibility. The results showed that greater use of variable work schedules led to increased organizational performance. The study recommended that organizations should not overuse variable work schedules as this could have a negative effect on organizational performance. The study also suggested that managers should revisit the increasing reliance of flexible staffing in order to maintain profitability. While this study was carried out in the hospitality industry of US, the current study was carried out at World Vision Kenya and this highlighted a contextual gap. In addition, while this study looked at variable work

schedules and staffing flexibility, the current study looked at flexibility, work hours and meeting deadlines and this highlighted a conceptual gap.

In Malaysia, Yusaini, et al. (2023) examined the influence of work schedules on organizational performance in the manufacturing sector. The study specifically looked at the dimensions of flexi time, flex-pace and work-life balance. The findings showed that there was a positive correlation between work schedules and organizational performance. It was also found that having flexible work schedules improved the well-being of employees. The study recommended that employers should be flexible and adaptable to different work schedules and thus need to develop policies to guide teleworking for enhanced organizational performance. While this study was carried out in the manufacturing sector, the current study was carried out in the NGO sector and this highlighted a contextual gap.

Shah et al. (2020) explored the link between work schedules and organizational performance in construction industry of Pakistan. The study focused on the dimensions of flexible working hours and psychological empowerment. The study adopted cross sectional research design. The results showed that having flexible working hours increases employees' engagement which translates of better organizational performance. The study recommended that organizations should initiate flexible work schedules due to high engagement level of employees in their work as it leads to an increase in organizational performance. While this study was carried out in the construction industry of Pakistan, the current study was carried out at World Vision Kenya and this highlighted a contextual gap. In addition, while this study used cross sectional research design, the current study used case study research design and this highlighted a methodological gap.

Research Methodology

This research was based on a case study survey research approach. This study focused on 121 employees working at the World Vision Kenya headquarters in Nairobi. The census method was used in this study, which is a systematic way for collecting and recording data from all eligible respondents in a specific area. This study used both primary and secondary data sources. A structured questionnaire was used to obtain the primary data and the study also extracted secondary data from World Vision Kenya yearly reports covering staff performance factors, specifically fundraising and community outreach programs for 2019, 2020, 2021 and 2022. The data was analyzed using the Statistical Package for Social Sciences (SPSS version 25). Descriptive statistics was summarized by calculating percentages, frequencies, mean and standard deviation, and presented using frequency tables.

Findings of the Study

Descriptive Analysis of Study Variables

Effect of Communication Strategies on Organizational Performance during teleworking

The first objective of the study was to evaluate the effect of communication strategies on the performance of World Vision Kenya. A five-point Likert scale was employed, with 1 indicating

very high extent, 2 indicating to high extent, 3 indicating to a moderate extent, 4 indicating to a low extent, and 5 indicating very low extent. Data was collected and statistically analyzed and the results are presented in Table 1.

Table 1 Effect of Communication Strategies on Organizational Performance

Items	Very high extent (%)	High extent (%)	Mode rate extent (%)	Low extent (%)	Very low extent (%)	Mean	S.D
Leadership made changes in communication strategies to adopt to the communication needs for teleworking	37	54	10	-	-	1.71	.572
The communication channels used ensured there was both top-down and bottom-up communication	13	65	22	-	-	2.10	.634
The communication channels enabled the organization to hold virtual meetings for all employees	60	40	-	-	-	1.42	.537
The information content was usually reviewed before dissemination to ensure employees received the right information	18	67	15	-	-	2.48	.804
The information content was passed to the employees through formal recommended channels	38	50	12	-	-	1.77	.675
The organization ensured that there was frequency of communication to the employees so as to provide timely feedback	32	60	8	-	-	1.81	.595
The organization ensured that immediate actions and clarifications were communicated to employees working remotely for clarity of ideas	26	50	22	2	-	1.94	.669
The changes made on communication strategies had an impact on the overall organizational performance	31	63	6	-	-	1.79	.505

Table 1 reveals that 44(54%) of the respondents indicated that the organization had made changes in communication strategies to adopt to the communication needs for teleworking to a high extent while 30(37%) indicated to a very high extent and 8(10%) indicated to a moderate extent. The mean for the statement was 1.71, suggesting that the participants agreed that changes were made in communication strategies during teleworking. The standard deviation was 0.572 meaning that the responses were not spread out but clustered around the mean, further affirming the agreement across respondents, that leadership made changes on communication strategies during teleworking. The communication channels used were largely effective, with 53(65%) of the respondents indicating that the communication channels used ensured there was both top-down and bottom-up communication to a high extent, 18(22%) indicated to a moderate extent while 11(13%) indicated to a very high extent. The mean for this statement was 2.10 and the standard deviation was 0.634 indicating that majority of the respondents agrees with it to a high extent. Another key success for the communication strategies was that they enabled virtual meetings for all employees, with 49(60%) of the respondents rating this aspect as very highly effective, while 33(40%) considering it highly effective. Only 1.9% felt this was moderately effective. With a mean of 1.42 and a standard deviation of 0.537, there was a high concurrence that the communication strategies employed by WVK facilitated employees to remain connected through virtual meetings during teleworking.

To ensure employees received accurate information, the content was usually reviewed before dissemination. This process was deemed effective to a high extent by 55(67%) of the respondents, with 15(18%) indicating to a very high extent while 12(15%) indicated to a moderate extent. The mean for this statement was 2.48 while the standard deviation was 0.804, pointing to high agreement among the respondents. In addition, the respondents 41(50%) indicated that the information content was passed to the employees through formal recommended channels to a high extent, 31(38%) indicated to a very high extent while 10(12%) indicated to a moderate extent. The mean of 1.77 and standard deviation 0.675 for this statement shows the strong agreement across beneficiaries. Majority of the respondents 49(60%) indicated that the organization ensured that there was frequency of communication to the employees so as to provide timely feedback to a high extent, as shown by the mean of 1.81 and standard deviation of 0.595. Additionally, 26(32%) indicated to a very high extent while 7(8%) indicated to a moderate extent.

Further, 41(50%) of the respondents indicated that the organization ensured that immediate actions and clarifications were communicated to employees working remotely for clarity of ideas to a high extent, as augmented by the mean of 1.79 and standard deviation of 0.505. 21(26%) indicated to a very high extent, 18(22%) indicated to a moderate extent while 2(2%) indicated to a low extent. The mean for this statement was 1.94 while the standard deviation was 0.669. Most of the respondents 52(63%) indicated that the changes made on communication strategies had an impact on the overall organizational performance to a high extent, 25(31%) indicated to a very high extent while 5(6%) indicated to a moderate extent. This implied that the changes made to the communication strategies at World Vision Kenya had led to effectiveness in communication as the channels used enabled employees and the management to communicate, hold meetings and give

feedback on their performance. It also implied that the employees were able to receive timely information which was reviewed frequently to enhance clarity enabling them to perform their duties with clarity on the expectations, deliverables and timelines. The findings are in agreement with those of Ma (2022), who found that incorporating different communication strategies leads to organizational efficiency. The findings are also in line with those of Arab and Muneeb (2019) who noted that focusing on effective communication is a good strategy for best organizational performance. The study by Prado-Roman (2020) also found that an organization with good communication systems could generate a consensus among stakeholders regarding the adequacy of organizational activities. Another study by Musheke and Phiri (2021) established that embracing the use of different channels of communication in disseminating information boosts organizational performance. Similarly, the findings conform with those of Okora (2021) who noted that communication should flow from all directions in the organization for better performance.

Effect of Flexible Work Schedules on Organizational Performance while teleworking

The second objective of the study was to establish the effect of flexible work schedules on the performance of World Vision Kenya during teleworking. A five-point Likert scale was employed, with 1 indicating very high extent, 2 indicating to high extent, 3 indicating to a moderate extent, 4 indicating to a low extent, and 5 indicating very low extent. Data was collected and statistically analyzed and the results are presented in Table 2.

Table 2 Effect of Flexible Work Schedules on Organizational Performance

Items	Very high exte nt (%)	High exten t (%)	Mode rate exten t (%)	Low exte nt (%)	Very low exten t (%)	Mean	SD
Leadership made changes in work schedules to align with the realities of teleworking	37	33	16	15	-	2.19	1.049
The work schedules were flexible to allow for work life balance	9	24	44	17	6	2.83	1.080
Employees were allowed to choose when and how to carry out their duties	9	22	32	33	5	3.02	1.019
The working hours for all the employees were compressed within a specific time in the day	13	20	32	29	6	3.23	1.041
Employees were allowed to choose the hours to be engaged in office work based on their schedules	10	9	28	40	13	3.42	1.409
The work schedules were varied to ensure employees met deadlines	9	31	40	20	1	2.73	.888
Employees who did not meet deadlines within the stipulated period had their work schedules reviewed	7	16	38	32	7	3.06	.938
The changes on work schedules had an impact on the overall organizational performance	17	46	35	1	-	2.27	.717

Table 2 shows that the respondents 30(37%) indicated that the leadership made changes in work schedules to align with the realities of teleworking to a very high extent while 27(33%) indicated to a high extent, 13(16%) to a moderate extent and 12(15%) indicated to a low extent. This is well demonstrated by the mean 2.19 and standard deviation of 1.049, showing the disparity of views across the respondents with regards to flexibility of work schedules. The respondents 36(44%)

indicated that the work schedules were flexible to allow for work life balance to a moderate extent, 20(24%) indicated to a high extent, 14(17%) to a low extent, 7(9%) to a very high extent and 5(6%) to a very low extent. The mean for this statement was 2.83 while the standard deviation was 1.080. This implied that, while efforts were made, there was still room for improvement. When it came to allowing employees to choose when and how to carry out their duties, responses were mixed, as shown by the mean of 3.02 and standard deviation of 1.019 . 27(33%) of the respondents indicated that the employees were allowed to choose when and how to carry out their duties to a low extent, 26(32%) felt they had moderate autonomy in this area, 18(22%) indicated to a high extent, 7(9%) to a very high extent while 4(5%) indicated to a very low extent. This suggests that while some flexibility was offered, it may not have been sufficient for everyone. The respondents 26(32%) indicated that the working hours for all the employees were compressed within a specific time in the day to a moderate extent, 24(29%) indicated to a low extent, 15(20%) indicated to a high extent, 11(13%) indicated to a very high extent while 5(6%) indicated to a very low extent. The mean for this statement was 3.23 while the standard deviation was 1.041, showing that some level of flexibility was offered to employees but adequately.

Further, the respondents 33(40%) indicated that employees were allowed to choose the hours to be engaged in office work based on their schedules to a low extent, 23(28%) indicated to a moderate extent, 11(13%) indicated to a very low extent, 8(10%) indicated to a very high extent while 7(9%) indicated to a high extent. The mean for this statement was 3.42 while the standard deviation was 1.409, meaning that the flexibility may not have been effective or practical for many employees. In addition, 33(40%) of the respondents indicated that the work schedules were varied to ensure employees met deadlines to a moderate extent, 25(31%) indicated to a high extent, 16(20%) indicated to a low extent, 7(9%) indicated to a very high extent while 1(1%) indicated to a very low extent. This is augmented by the mean of 2.73 and standard deviation of 0.888. The respondents 31(38%) indicated that employees who did not meet deadlines within the stipulated period had their work schedules reviewed to a moderate extent, 26(32%) indicated to a low extent, 13(16%) indicated to a high extent while 6(7%) each indicated to a very high extent or to a very low extent. The mean for this statement was 3.06 while the standard deviation was 0.938, implying that minimal review of work schedules was done for employees who were not meeting their targets to enhance their performance. In addition, the respondents 38(46%) indicated that the changes on work schedules had an impact on the overall organizational performance to a high extent, 29(35%) indicated to a moderate extent, 14(17%) indicated to a very high extent while 1(1%) indicated to a low extent. The mean for this statement was 2.27 while the standard deviation was 0.717, pointing to the fact that flexibility of work schedules had a positive but not very significant impact on organizational performance.

This suggested that the implementation of flexible office hours was less successful. Despite the organization making changes on the work schedules to accommodate teleworking, there was moderation in its flexibility to promote work life balance, and the employees seemed to be restricted on choosing their most preferable time to work. It also depicted that the variation of time to engage in work were somehow restricted. Employees who did not meet their deadlines within

stipulated period had their work schedules reviewed to a moderate extent. The low percentage of respondents (17%) who reported that changes in work schedules had an impact on organizational performance to a very high extent can be attributed to this limited flexibility in work schedules. The findings are in tandem with those of Chung (2022) whose results showed that greater use of variable work schedules led to increased organizational performance. The findings are also in conformity with those of Maimbu and Motanya (2021) who established that inadequate employee support hindered effective WFH. The study by Yusaini, et al. (2023) also found that having flexible work schedules improved the well being of employees. In addition, Joseph, et al. (2023) established that management should strive to put in place day-to-day, timely and weekly work shifts to enable employees to perform effectively. Out of the 80 questionnaires distributed to the intended respondents, 69 were completely filled out and returned. This results in a response rate of 86.3%. According to Cooper and Schindler (2011), a response rate of 70% or higher is considered excellent for analysis, thus this rate was deemed sufficient for the study. The high response rate was attributed to the drop-and-pick method of data collection, facilitated by research assistants.

Multiple Regression Analysis

The coefficient of determination, R^2 was used in this study as a useful tool because it gives the proportion of the variance of one variable that is predictable from the other variable. It is a measure that allows the determination of how certain variables can be in making predictions from a certain model. The coefficient of determination is the ratio of the explained variation to the total variation. The coefficient of determination is such that $0 < R^2 < 100$, and denotes the strength of the linear relationship between independent and the dependent variable. The performance of World Vision Kenya was measured using amount of funds raised and number of community beneficiaries. Table 3 shows model summary of the relationship between teleworking strategies and amount of funds raised.

Table 3 Model Summary between Teleworking Strategies and Amount of Funds Raised

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793a	0.629	0.615	0.48657

a. Predictors: (Constant), Communication Strategies, and Flexible Work Schedules

Table 3 illustrates the relationship between teleworking strategies and the amount of funds raised by World Vision Kenya. The R-value of 0.793 suggests a strong positive relationship between the teleworking strategies (communication strategies, and flexible work schedules) and the amount of funds raised. The R Square value of 0.629 indicates that 62.9% of the variation in the amount of funds raised can be explained by the teleworking strategies implemented. This implies that the teleworking strategies significantly influenced the performance of World Vision Kenya in terms

of fundraising. The remaining 37.1% of the variation in the funds raised is attributed to other factors not covered by this study. These findings are supported by Abrams (2021) who established that adoption of teleworking strategies had a positive effect on organizational performance.

Table 4 ANOVA Results between Teleworking Strategies and Amount of Funds Raised

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.408	2	20.704	67.075	.000 ^b
	Residual	24.385	79	0.309		
	Total	65.793	81			

a. Dependent Variable: Amount of Funds Raised

b. Predictors: (Constant), Communication Strategies and Flexible Work Schedules

The ANOVA results in Table 4 shows that teleworking strategies were significant in explaining the amount of funds raised. The F-statistic of 67.075 is significantly higher than the critical value, indicating that the teleworking strategies are a strong predictor of the funds raised by World Vision Kenya. The p-value of 0.000 is well below the conventional significance level of 0.05. This supports the conclusion that the teleworking strategies employed have a significant impact on the fundraising performance of World Vision Kenya. The findings are in tandem with those of Parry, et. al., (2021) which established that teleworking strategies had a significant effect on organizational performance.

Table 5 Regression Coefficients for Teleworking Strategies and Amount of Funds Raised

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.688	0.254		2.707	0.008
	Communication Strategies	0.184	0.078	0.208	2.368	0.020
	Flexible Work Schedules	0.047	0.088	0.053	0.53	0.597

a. Dependent Variable: Amount of Funds Raised

The model became;

$$Y=0.688+0.184X_1+0.047X_2$$

Where:

Y is Amount of Funds Raised

X_1 is Communication Strategies

X_2 is Flexible Work Schedules

The results showed that constant term is 0.688 with a p-value of 0.008, indicating that this baseline value is statistically significant and serves as a reference point for the model. Communication strategies have a positive and significant impact ($\beta = 0.208$, $t=2.368$, $p = 0.020$), indicating that effective communication strategies contribute positively to the amount of funds raised. The results are in agreement with those of Arab and Muneeb (2019) showed that there was a positive relationship between communication strategies and organizational performance. However, flexible work schedules show a positive but insignificant relationship with the amount of funds raised ($\beta = 0.053$, $t=0.53$, $p = 0.597$). This result implies that variations in work schedules do not significantly affect the amount of funds raised, suggesting that while work schedules are a factor, they do not have a strong impact on fundraising performance when other variables are held constant. The findings are in tandem with those of Kangogo and Wanambiro (2019) who found that flexible work schedules had a weak positive significant relationship with organizational performance.

Table 6 Model Summary of the Relationship between Teleworking Strategies and Number of Community Beneficiaries

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763a	0.581	0.571	0.48903

a. Predictors: (Constant), Communication Strategies, and Flexible Work Schedules

The results in Table 6 shows that the coefficient of determination (R squared) is 0.581, while the adjusted R squared is 0.571 at a 95% significance level. The R squared value of 0.581 indicates that the combination of the independent variables used in this study (communication strategies, and flexible work schedules) collectively accounts for 58.1% of the variation in the number of community beneficiaries. The adjusted R squared value of 0.571 suggests that when excluding the constant variable, these independent variables explain 57.1% of the variation in the number of community beneficiaries. The remaining 41.9% of the variation in the number of community beneficiaries is likely attributed to other factors that were not included in the current model.

Table 7 ANOVA Results between Teleworking Strategies and Number of Community Beneficiaries

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.537	3	20.769	54.884	.001 ^b
	Residual	29.894	78	0.3784		
	Total	71.432	81			

a. Dependent Variable: Number of Community Beneficiaries

b. Predictors: (Constant), Communication Strategies, and Flexible Work Schedules

The results of the analysis of variance presented in Table 7 demonstrate that the model utilized in this study was statistically significant in explaining the impact of teleworking strategies (communication strategies, and flexible work schedules) on the number of community beneficiaries. This significance is indicated by a p-value of 0.001, which is less than the significance level of 0.05. The F-value of 54.884 further supports the conclusion that the model is a good fit for the data, meaning that the teleworking strategies significantly influence the number of community beneficiaries. The findings are supported by those of Onyemaechi *et al.*, (2020) who established that teleworking positively influences organizational performance.

Table 8 Regression Coefficients for Teleworking Strategies and Number of Community Beneficiaries

Model		Unstandardized Coefficients		Standardized T Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	0.637	0.257	2.477	0.015
	Communication Strategies	0.231	0.071	0.256	0.001
	Flexible Work Schedules	0.196	0.082	0.204	0.019

a. Dependent Variable: Number of Community Beneficiaries

The model became;

$$Y=0.637+0.231X_1+0.196X_2+0.410X_3$$

Where:

Y is Number of Community Beneficiaries

X_1 is Communication Strategies

X_2 is Flexible Work Schedules

The results in Table 8 revealed a constant term of 0.637 with a standard error of 0.257. This constant represents the expected number of community beneficiaries when all the three teleworking strategies are equal to zero. This implies that if no teleworking strategies were implemented, the model would predict the number of community beneficiaries to be 0.637. The results show that communication strategies had a coefficient of 0.231. This implies that a unit increase in communication strategies would lead to a 0.231 increase in the number of community beneficiaries, holding all other variables constant. The significance value of 0.001 (which is less than 0.05) confirms that communication strategies significantly affect the number of community beneficiaries ($\beta = .231$, $t=3.249$, $p=.001<.05$). The findings are in conformity of those of Arab and Muneeb (2019) showed that there was a positive relationship between communication strategies and organizational performance. A study by Prado-Roman (2020) also showed that there was a positive relationship between communication strategies and organizational performance. The findings are also supported by Musheke and Phiri (2021) who found that there was a significant relationship between communication strategies and organizational performance. Daniel (2018) also established that communication strategies had a positive impact on organizational performance. The findings are in agreement with those of Okora (2021) which showed that communication strategies had a positive influence on organizational performance. In addition, a study by Chepkosgei, et al., (2020) found that strategic communication had a positive effect on organizational performance. Flexible work schedules had a coefficient of 0.196, indicating that a unit increase in work schedules would lead to a 0.196 increase in the number of community beneficiaries, with a significance value of 0.019, demonstrating that it also has a significant effect ($\beta = .204$, $t=2.378$, $p=.019<.05$). The findings are supported by those of Yusaini, et al. (2023) findings showed that there was a positive correlation between work schedules and organizational performance. The study by Joseph, et al. (2023) also found that there was a positive correlation between flexible work schedules and organizational performance. The findings are also in conformity with those of Mwaniki (2020) work schedules had a positive relationship with organizational performance. The study by Kangogo and Wanambiro (2019) also found that flexible work schedules had a weak positive but significant relationship with organizational performance.

Conclusion of the Study

Effect of Communication Strategies on Performance of World Vision Kenya

The study concludes that communication strategies had a positive and significant effect on performance of World Vision Kenya during teleworking. The study also concludes that the communication strategies implemented by World Vision Kenya during COVID-19 period enabled the employees who were teleworking to work smoothly. Another conclusion is that communication

channels which promoted top-down and bottom-up communication led to effective communication between the employees and the management. It is also concluded that dissemination of timely information which had been reviewed ensured there was no miscommunication.

Effect of Flexible Work Schedules on Performance of World Vision Kenya

This study concludes that there is a positive relationship between flexible work schedules and performance of World Vision Kenya. Moreover, the flexibility of work schedules at World Vision Kenya enabled employees to work remotely, although there was moderation in allowing employees choose their shifts so as to give room for work life balance. The study also concludes that the selection of timelines and shifts by the employees was minimal as this was largely controlled by the organization. Another conclusion is that there was moderation in allowing employees to come up with work schedules to meet their deadlines and reviewing of the same. This could be attributed to synchronize working hours so that teams could effectively coordinate with each other while working remotely.

Recommendations of the Study

Based on the conclusions, this study recommends that the management can consider teleworking or a hybrid arrangement as part of their strategy, especially for its HQ and regional office staff. The organization should encourage continuous learning and improvement, through scheduling regular feedback surveys to solicit feedback from staff, on the effectiveness of teleworking strategies. This feedback can provide valuable insights for refining the strategies and addressing any challenges or areas for improvement. It is also recommended that employees should be given some leeway to choose working shifts and timelines when working remotely for enhanced work life balance. This can be achieved through implementation of flexible work schedules with accountability. This is because although work schedules show a positive relationship with community engagement, their impact on fundraising is not significant. Therefore, World Vision Kenya should implement flexible work schedules that accommodate staff needs while maintaining accountability. This could include setting clear expectations, regular check-ins, and performance tracking to ensure that flexibility does not compromise productivity. This study also recommends that World Vision Kenya should integrate teleworking strategies with donor engagement through virtual platforms. To address the remaining 37.1% of variability in fundraising that may be influenced by donor engagement strategies, World Vision Kenya should integrate teleworking strategies with targeted donor engagement. This could involve organizing virtual donor events, webinars, and online campaigns that leverage the strengths of remote work. It is also recommended that World Vision Kenya should monitor and evaluate teleworking strategies. This can be achieved by regularly monitoring the effectiveness of teleworking strategies through key performance indicators (KPIs) and using this data to make informed adjustments to the teleworking framework, ensuring it remains aligned with organizational goals. It is further recommended that the management should review timelines for employees who have not met their deadlines while teleworking for better performance. In addition, the management should analyze External

Economic Conditions by conducting regular analysis of external economic conditions and donor trends that may affect fundraising outcomes. Understanding these factors will allow World Vision Kenya to develop proactive strategies to mitigate potential negative impacts.

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